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ABSTRACT

This report contains seven articles on current issues in higher education and a separate faculty salary report for 1998-1999. Articles on the status of the profession are: (1) "Faculty Salaries, 1998-99" (Suzanne B. Clery and John B. Lee); (2) "Innovative Approaches to Bargaining" (Gary Rhoades and Christine Maitland); (3) "Union Organizing and the Law: Part-Time Faculty and Graduate Teaching Assistants" (Gregory M. Saltzman); (4) "Accountability: Challenges for Higher Education" (William Zumeta); (5) "Benefits and Retirement: Challenges for the New Century" (Jay L. Chronister); (6) "Higher Education Finance Variable: An Analysis" (Deagelia M. Pena); and (7) "Higher Education Staff: Bearing the Brunt of Cost Containment" (Linda K. Johnsrud). The institutional faculty salary report provides salary and compensation information for 3,128 institutions. Data, which are organized by state, institutional type, and control, are based on 1998-1999 data from the Integrated Postsecondary Education Data System. Each chapter contains references. (Contains 40 tables and 11 figures.) (SLD)

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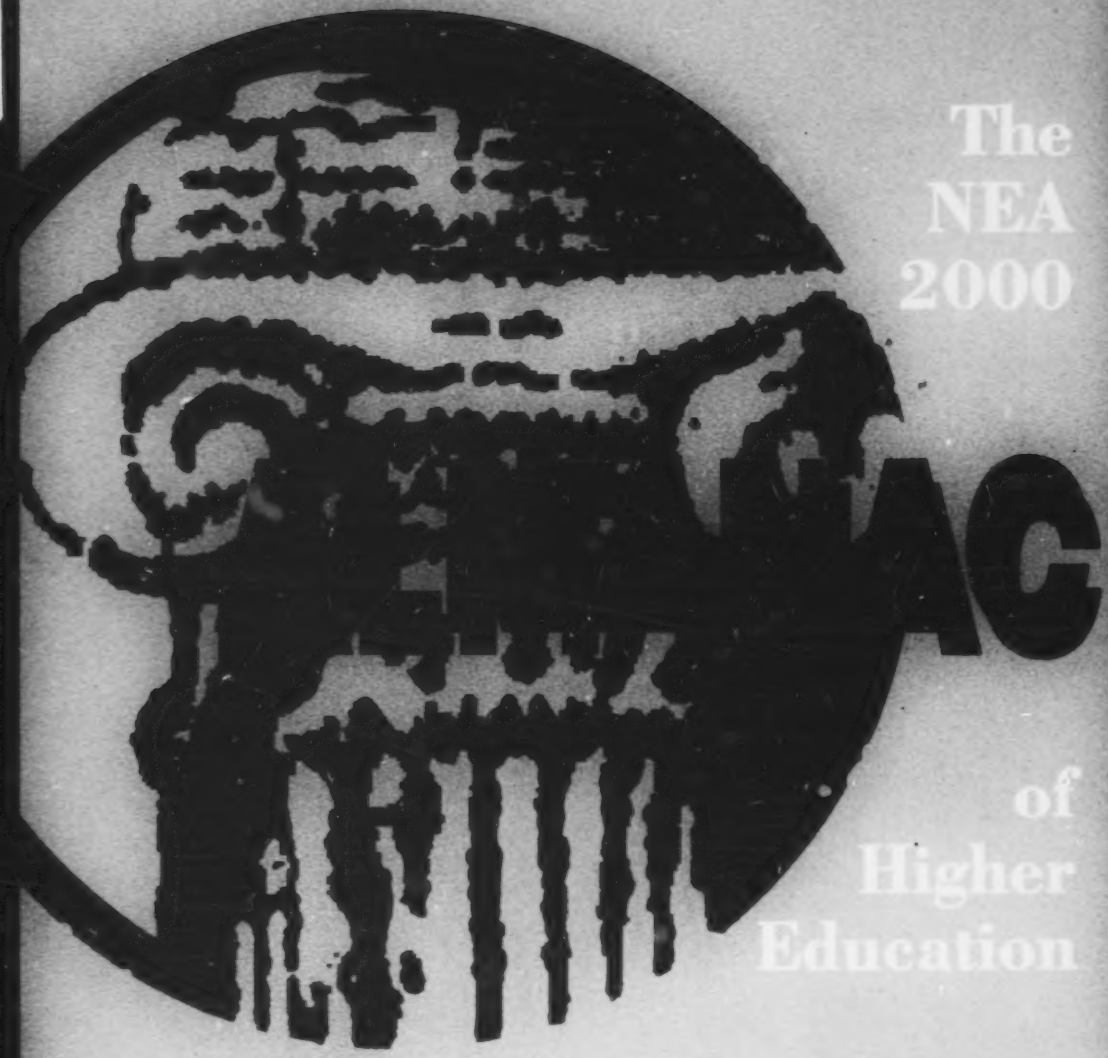

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Overview

by Harold S. Wechsler

***Harold S. Wechsler** is a professor of education at the Margaret S. Warner Graduate School of Education and Human Development, University of Rochester.*

A former editor of NEA higher education publications, Wechsler writes on the histories of college admissions policies, efforts to reduce racial and ethnic prejudice on college campuses, ethnic studies, and education for business and for teaching.

This fall, Teachers College Press will publish his new book, The Middle College Movement, *a study of high schools for at-risk students, located on community college campuses.*

Faculty and staff are most likely to meet their core professional obligations—teaching their students, conducting their scholarly inquiries, and serving their colleges and communities—when they have adequate compensation, a voice in college affairs, and external support. For seven years, the *NEA Almanac of Higher Education* has reported on these working conditions. This year, the *NEA 2000 Almanac* reports mixed results. Some measures, such as salaries for full-time faculty members, improved during the past decade. Salaries for full-time faculty members on 9/10 month contracts increased by 3.5 percent to $54,303 in 1998-99, writes John Lee in "Faculty Salaries: 1998-1999," NEA's annual review of compensation trends. Faculty purchasing power also increased. But other measures show a less rosy picture. Faculty salaries, for example, trailed pay received by other workers with advanced degrees for most of the 1990s.

How does performance-based funding affect the condition of the professoriate? Providing budgetary rewards for meeting performance targets, notes William Zumeta in "Accountability: Challenges for Higher Education," "may be the leading edge of the accountability movement." Zumeta traces the use of performance measures in policymaking and budgeting, and outlines inadequacies in current definitions of accountability. Maintaining quality higher education, he concludes, requires balancing academic autonomy with social responsibility: a synthesis achievable only by re-establishing trust between key stakeholders.

Salaries and working conditions have not improved for part-time and non-tenure track faculty, notes Gregory M Saltzman in "Union Organizing and the Law: Part-Time Faculty and Graduate Teaching Assistants." The proportion of part-time faculty teaching at American colleges and universities nearly doubled between the 1970s and 1990s, he notes. Low salaries and non-existent benefits, Saltzman adds, led to growing interest in unions among part-timers, non-tenure track faculty, and teaching assistants. Saltzman examines the legal right of these colleagues to organize and bargain. The *Yeshiva* case does not cover these categories, Saltzman notes, but courts and regulatory agencies recognized part-timer and T.A. bargaining rights at some public and private colleges. Rapid growth in these categories,

he concludes, gives unionized full-time faculty members a strong economic incentive to help their colleagues to organize and to improve their working conditions.

The ways we meet our professional responsibilities are rapidly changing. The use of instructional technology and ownership of intellectual property moved from peripheral to front-burner issues in less than two decades. When addressing these issues, write Gary Rhoades and Christine Maitland in "Innovative Approaches to Bargaining," we may learn lessons from colleagues in other professions. Take residuals, for example. Residuals, frequently used to compensate performers, may be an appropriate model for faculty and colleges looking for equitable methods to share the proceeds from intellectual property. Faculty may also consider innovative processes in bargaining when addressing unfamiliar issues. Rhoades and Maitland show why interest-based bargaining worked at two NEA units. A joint union-management problem-solving committee learned about issues relating to distance education and courseware use, and then used its expertise to gain acceptance of recommended contract language from both sides.

Jay L. Chronister, in "Benefits and Retirement: Issues for the New Century," assesses career patterns in the post-mandatory retirement era and discusses recent federal legislation affecting incentive retirement plans. He notes changes in the cost of benefits, updates the legal status of benefits for domestic partners, and analyzes the growing presence of long-term care insurance in the benefits package.

How do we assess and compare the financial status of colleges and universities? Deagelia Peña, in "Higher Education Financial Variables: An Analysis," lists key factors that contribute to the financial health of the 1,493 institutions that offered at least two, but less than four years, of postsecondary education. A positive balance sheet at these colleges, she finds, may imply sacrifices by faculty members.

College and university staff also share in these sacrifices, writes Linda K. Johnsrud in "Higher Education Staff: Bearing the Brunt of Cost Containment." Outsourcing, Johnsrud notes, may result in reduced salaries, benefits, and job security for staff; it may also involve substantial, if hidden, costs to a college. Johnsrud offers a list of alternatives to contracting out a service, including "insourcing"—determining whether in-house expertise can accomplish the service more efficiently or effectively.

Jay Chronister, who has contributed essays on faculty benefits and retirement since the inception of the current *Almanac*, recently retired from his professorship at the University of Virginia after many years of distinguished service. Regretfully, he also retires from the roster of *Almanac* authors with this edition. Jay's insightful articles deftly combined a command of complex policy issues and practical advice for his many readers. We are grateful for his contributions to the *Almanac*, and look forward to his continued counsel and support.

NEA higher education publications report on the latest trends in curriculum and instruction, working conditions, and national and state policies. But keeping up with the needs of faculty and staff requires two-way communication. Send your suggestions for improving NEA higher education publications and your submissions to *Thought & Action: The NEA Higher Education Journal* to: Cornelius Lehane, 1201 16th Street, NW, Washington, DC 20036 (clehane@nea.org).

Thanks to Scott Morgan, a student in the Warner School, University of Rochester, and to Kathleen McGowan, a University of Rochester librarian, for assisting the Almanac *authors with their research.*

PART I
STATUS OF THE PROFESSION

Faculty Salaries: 1998-99

by Suzanne B. Clery and John B. Lee

***Suzanne B. Clery** is a senior research associate at JBL Associates, Inc. a consulting firm specializing in postsecondary education policy issues. Clery has worked extensively with higher education data and issues for 10 years. She has completed statistical analyses and reports for the National Education Association, the U.S. Department of Education, the Massachusetts State College Association, the Washington State Higher Education Coordinating Board, and the American Association of State Colleges and Universities.*

***John B. Lee** is the president of JBL Associates, Inc. Lee received his doctorate in higher education from the University of California, Berkeley. He started his career as an instructor at Laney Community College, Oakland, California, where he served as academic senate president and president of the faculty union. Subsequently, he worked for Stanford Research International (SRI), the Education Commission of the States, the Education and Labor Committee of the U.S. House of Representatives, and Abt Associates. Lee's research specialties include student aid policy and higher education governance and finance.*

The national average salary for faculty members on 9/10 month contracts was $54,303 in 1998-99, up 3.5 percent since 1997-98. Faculty purchasing power rose to 2.0 percent above the 1972-73 peak. Average salaries increased 3.3 percent in public institutions and 3.7 percent in independent institutions between 1997-98 and 1998-99.

Some additional highlights:

- Faculty salaries lagged behind salaries paid to other workers with advanced degrees in 1997, $52,481 vs. $63,229 (Figure 1).
- California faculty members received the highest average salary, $67,587, among faculty members with 9/10 month contracts in public four-year institutions (Table 10). Alaska faculty members in public two-year institutions received the highest average salaries in their sector, $60,021. Faculty members in Massachusetts received the highest average salaries in independent institutions, $68,724.
- Kentucky faculty members in two-year colleges received the largest public sector salary increase, 19 percent. The largest increase at public four-year institutions: South Dakota (9 percent, Table 11).
- Women on 9/10 month contracts earned less than men: $10,010 less in public institutions, and $12,658 less in independent institutions (Table 8).
- Variance in salaries among faculty members in different types of institutions has increased.
- Faculty members at institutions with collective bargaining agreements earned $3,006 more than their colleagues at institutions without bargaining agreements, $58,044 and $55,038, respectively (Table 16).
- Engineering faculty earned the highest salaries by academic specialty, $76,655 in public institutions and $77,721 in independent institutions (Table 15).

OVERVIEW

This report of faculty salaries relied on three data sources:

- *The National Center for Education Statistics (NCES), Integrated Postsecondary Education*

Data System (IPEDS) Salary Survey. NCES, a division of the U.S. Department of Education, received 1998-99 salary data from 3,689 accredited colleges and universities as part of IPEDS, an annual statistical report on higher education. The NCES report excluded part-time faculty, faculty members paid by a religious order, and non-teaching faculty members. The 1998-99 NEA analysis also excluded 561 seminaries, religious training institutions, and for-profit colleges, leaving 3,128 institutions and 443,054 full-time faculty members.

IPEDS data included separate reports for faculty members on 9/10 and 11/12 month contracts. Unless otherwise noted, our tables report on faculty members on 9/10 month contracts—86 percent of all full-time faculty members.

- *College and University Personnel Association (CUPA).* CUPA published a report of average salaries in 545 independent institutions and 374 public colleges and universities.
- *Office of Institutional Research at Oklahoma State University (OSU) Faculty Salary Data.* OSU reported faculty salaries for 89 public land-grant universities, also by academic specialty.

HISTORICAL PERSPECTIVE

Average salaries for faculty members on 9/10 month contracts, uncorrected for inflation, have increased 292 percent since 1972-73. Corrected for inflation, faculty purchasing power dropped by as much as 17 percent at its lowest point in the period between 1972-73 and 1997-98. But the average salary for faculty members in 1998-99 was $54,303, a $1,068 (or 2.0 percent) constant dollar increased from the 1972-73 high, $53,235 (Table 1).

The purchasing power of faculty members has increased since the 1970s, but their earnings relative to all workers with advanced degrees have decreased. In 1975, all workers with advanced degrees averaged $91 more in earnings than 9/10 month faculty members ($16,725 vs. $16,634, respectively). Salaries of faculty members closely tracked all workers with advanced degrees between 1975 and 1990 but fell behind in the 1990s, $63,229 vs. $52,481, respectively—a $10,748 difference in 1997, the most recent year available (Figure 1).

1998-99 IPEDS SALARY DATA

The average faculty member earned $54,303 in 1998-99, a 3.5 percent increase in current dollars from 1997-98 and a 1.7 percent increase in purchasing power after inflation since 1997-98 (Table 1). The 1997-98 average salary was $53,403 in 1998-99 constant dollars, based on this calculation.

INSTITUTIONAL CHARACTERISTICS

By control, independent institutions paid higher salaries—$56,750 vs. $53,323 at publics (Table 2). Average salaries in universities explained the disparity—the $67,556 average at independent universities was $8,884 more than the $58,672 average at publics. The difference increased by 14 percent from its $7,810 disparity two years ago. The disparity favored faculty members at public institutions in the other three sectors.

Faculty members in independent institutions showed greater average salary variation than colleagues in the public sector. The ranges: independents—from $37,430 in two-year colleges to $67,556 in universities; publics—from $46,896 in two-year colleges to $58,672 in universities. The differences—$30,126 at independents and $11,776 at publics—represented 4 and 13 percent increases, respectively, in the disparity in the past two years.

About 71 percent of the faculty members on 9/10 month contracts taught in public institutions: 34 percent in universities, 15 percent in comprehensive colleges (BA+), 21 percent in community colleges (AA), and 2 percent in baccalaureate colleges (BA) (derived from Table 3).

The independent sector employed the remaining 29 percent of all faculty members. Universities also led the independent sector (13 percent). Fifteen percent of 9/10 month faculty members taught in independent baccalaureate (BA) and comprehensive colleges (BA+) combined; independent two-year colleges employed 0.4 percent of faculty members.

TABLE 1

AVERAGE SALARIES, CURRENT AND CONSTANT DOLLARS, AND PERCENT CHANGE, FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS, 1972-73—1998-99

	Current Dollars			Constant 1998-99 Dollars		
Academic Year	Average Salary	Annual Percent Change	Cumulative Change	Average Salary	Percent Change	Annual Cumulative Change
1972-73	$13,850			$53,235		
1975-76	16,634	20.1	20.1	49,352	-7.3	-7.3
1979-80	21,367	28.5	54.3	45,286	-8.2	-14.9
1980-81	23,302	9.1	68.2	44,261	-2.3	-16.9
1981-82	25,449	9.2	83.7	44,495	0.5	-16.4
1982-83	27,196	6.9	96.4	45,592	2.5	-14.4
1984-85	30,447	12.0	119.8	47,366	3.9	-11.0
1985-86	32,392	6.4	133.9	48,979	3.4	-8.0
1987-88	35,901	10.8	159.2	50,993	4.1	-4.2
1989-90	39,786	10.8	187.3	51,557	1.1	-3.2
1990-91	42,335	6.4	205.7	52,016	0.9	-2.3
1991-92	43,703	3.2	215.5	52,029	0.0	-2.3
1992-93	44,843	2.6	223.8	51,770	-0.5	-2.8
1993-94	46,364	3.4	234.8	52,174	0.8	-2.0
1994-95	47,974	3.5	246.4	52,482	0.6	-1.4
1995-96	49,237	2.6	255.5	52,437	-0.1	-1.5
1996-97	50,996	3.6	268.2	52,803	0.7	-0.8
1997-98	52,481	2.9	278.9	53,403	1.1	0.3
1998-99	54,303	3.5	292.1	54,303	1.7	2.0

SOURCE: NCES, IPEDS Salary Survey, various years.

CHANGES FROM 1997-98

Average faculty salaries varied across institutional sectors. Independent institutions paid higher salaries than publics, $56,750 vs. $53,323 in 1998-99, and offered greater one-year salary gains 3.7 percent vs. 3.3 percent, (Table 4). University faculty members—public and independent combined—received the largest increase (4.1 percent); faculty members at comprehensives received the smallest increase (2.6 percent).

ACADEMIC RANK

Not surprisingly, academic rank and salary were related. Professors, the largest group (32 percent), earned the highest salaries, $71,450 (Table 5). Associate professors, the next largest group (25 percent), earned $52,883, three-fourths the average of full professors. Instructors, a small portion of the faculty, earned the least, $33,813. Faculty members with no rank, mostly at community colleges, earned $45,948.

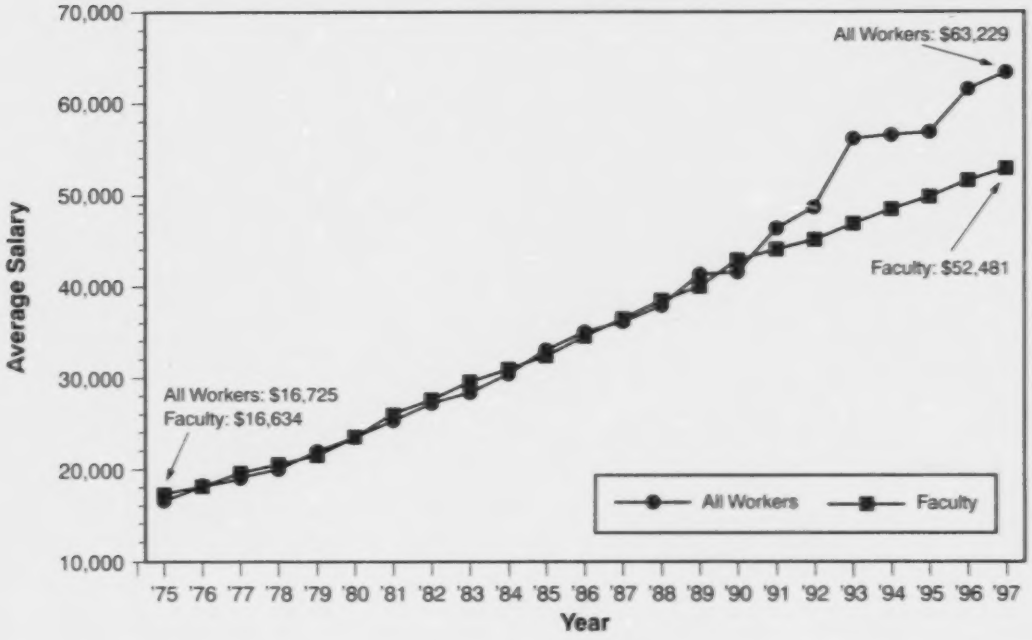
CONTRACT LENGTH

Only 14 percent of all faculty members (62,266) had 11/12 month contracts (derived from Tables 3 and 6). Public universities employed almost one-half (45 percent) of these faculty members, compared to only 34 percent of faculty members on 9/10 month contracts.

Faculty members on 11/12 month contracts earned 19 percent more than their colleagues on 9/10 month contracts, $64,591 and $54,303 respectively. The exceptions were 9/10 month faculty members at two-year institu-

FIGURE 1

AVERAGE SALARIES FOR ALL WORKERS WITH AN ADVANCED DEGREE AND FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS, 1975-1997



SOURCE: U.S. Bureau of the Census, Table A-3. Mean Earnings of Workers 18 Years Old and Over, by Educational Attainment, Race, Hispanic Origin and Sex: 1975-1997, December 10, 1998. Available: http://www.census.gov/population/socdemo/education/tablea-03.txt; NCES, IPDS Salary Survey, *various years.*

tions and independent baccalaureates (Table 7).

Among faculty members on 11/12 month contracts, the salary advantage went to colleagues in public institutions, $66,621 compared to $59,263 at independents (Table 7). The reverse was true for faculty members on 9/10 month contracts—$56,750 at independents; $53,323 at publics (Table 2).

SALARY BY GENDER

Male faculty members earned more than females in 1998-99, regardless of institutional level and control. The gender salary gap was $10,010 in public institutions, and $12,658 in independents (Table 8). Men also earned more at every rank, save for several minor instances at two-year independents.

Women faculty members represented larger shares of the professor and associate professor ranks, and smaller portions of the assistant professor, lecturer, and no rank positions in 1998-99 than in 1993-94. The movement of women into senior ranks suggests an eventual shrinkage in the salary gap between men and women (Table 9). But between 1993-94 and 1998-99, the wage disparity increased in independent institutions and remained about the same in public institutions. Employment of larger portions of women in lower paying institutions and fields may help to explain the lack of progress in closing the gender wage gap.

SALARIES BY STATE

This year, faculty members in Alaska and California had the highest average salaries in

TABLE 2

AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1998-99

Type	Rank	Control		
		Public	Independent	Average
AA	Professor	$56,115	$35,969	$55,950
	Associate	46,688	34,072	46,499
	Assistant	40,776	31,377	40,577
	Instructor	36,696	26,282	36,524
	Lecturer	39,975	-	39,975
	No Rank	46,660	41,206	46,571
	Average	46,896	37,430	46,752
BA	Professor	59,113	59,623	59,513
	Associate	47,883	45,538	46,055
	Assistant	40,800	37,736	38,440
	Instructor	34,368	30,989	31,969
	Lecturer	36,991	30,667	34,144
	No Rank	39,464	35,213	36,279
	Average	47,266	46,253	46,487
BA+	Professor	63,678	60,355	62,521
	Associate	50,875	47,784	49,606
	Assistant	41,727	39,293	40,733
	Instructor	32,175	31,930	32,100
	Lecturer	33,733	35,090	33,958
	No Rank	40,505	41,836	41,448
	Average	50,917	47,831	49,733
Doctoral	Professor	75,852	89,028	79,809
	Associate	55,032	60,701	56,609
	Assistant	45,474	49,173	46,532
	Instructor	32,402	36,447	33,265
	Lecturer	36,753	41,188	37,861
	No Rank	37,554	33,505	35,577
	Average	58,672	67,556	61,215
Average		53,323	56,750	54,303

SOURCE: NCES, IPEDS Salary Survey, 1998-99

[a] Based on 100 percent (3,128 institutions) of NEA's faculty salary universe.

TABLE 3

NUMBER OF FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1998-99

Type	Rank	Control		
		Public	Independent	Total
AA	Professor	13,195	132	13,327
	Associate	8,631	155	8,786
	Assistant	8,052	201	8,253
	Instructor	5,919	132	6,051
	Lecturer	400	-	400
	No Rank	43,321	735	44,056
	Total	79,518	1,355	80,873
BA	Professor	1,704	6,247	7,951
	Associate	1,670	5,960	7,630
	Assistant	1,869	6,320	8,189
	Instructor	495	1,402	1,897
	Lecturer	190	149	339
	No Rank	160	485	645
	Total	6,088	20,563	26,651
BA+	Professor	19,994	10,798	30,792
	Associate	15,722	10,987	26,709
	Assistant	16,286	11,241	27,527
	Instructor	3,681	1,934	5,615
	Lecturer	1,964	454	2,418
	No Rank	550	1,240	1,790
	Total	58,197	36,654	94,851
Doctoral	Professor	47,899	20,215	68,114
	Associate	37,574	14,174	51,748
	Assistant	30,765	12,168	42,933
	Instructor	6,007	1,703	7,710
	Lecturer	5,089	1,659	6,748
	No Rank	692	468	1,160
	Total	128,026	50,387	178,413
Total		271,829	108,959	380,788

SOURCE: NCES, IPEDS Salary Survey, 1998-99

[a] Based on 100 percent (3,128 institutions) of NEA's faculty salary universe.

the public two-year institutions ($60,021 and $59,508, respectively). California faculty members in public four-year institutions averaged $67,587—the highest average faculty salary at public four-year institutions; New Jersey faculty members in public four-year institutions averaged $67,458 (Table 10). The average salary paid to public four-year faculty members exceeded $60,000 in nine states, up five from last year's four. For the first time, no state had an average salary in public four-year institutions below $40,000. South Dakota faculty

TABLE 4

PERCENT CHANGE IN SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1997-98 TO 1998-99

		Control		
Type	Rank	Public	Independent	Average
AA	Professor	2.4	-6.3	2.3
	Associate	1.4	2.4	1.4
	Assistant	3.1	4.8	3.1
	Instructor	5.9	-1.0	5.9
	Lecturer	8.7	-	8.7
	No Rank	3.1	6.6	3.1
	Average	2.9	4.2	2.9
BA	Professor	3.7	3.1	3.3
	Associate	3.5	2.8	2.9
	Assistant	3.2	3.7	3.5
	Instructor	1.6	3.9	3.3
	Lecturer	0.6	-16.4	-7.0
	No Rank	6.7	4.7	5.6
	Average	3.0	3.2	3.2
BA+	Professor	2.7	3.0	2.7
	Associate	3.0	3.0	3.0
	Assistant	3.0	3.1	3.0
	Instructor	3.3	1.8	2.8
	Lecturer	3.6	1.2	3.2
	No Rank	-1.1	-0.1	-0.5
	Average	2.4	2.9	2.6
Doctoral	Professor	4.5	4.1	4.5
	Associate	4.1	6.8	4.9
	Assistant	3.7	3.9	3.8
	Instructor	3.2	4.7	3.6
	Lecturer	4.7	4.1	4.4
	No Rank	2.7	-19.0	-8.6
	Average	3.9	4.4	4.1
Average		3.3	3.7	3.4

SOURCE: NCES, IPEDS Salary Survey, *1997-98, 1998-99.*

[a] Based on 92.9 percent (2,907 institutions) of NEA's faculty salary universe.

members, whose salaries were less than $40,000 for many years, earned $41,851 this year, followed by North Dakota at $41,139. Massachusetts faculty members earned the highest average salary among four-year independent institutions ($68,724); Alaska faculty members earned the lowest ($31,547).

TABLE 5

NUMBER AND PERCENT OF FULL-TIME FACULTY ON 9/10 MONTH CONTRACTS,[a] AND AVERAGE SALARY, BY RANK, 1998-99

	Number	Percent of Total	Average Salary
Professor	120,184	31.6	$71,450
Associate	94,873	24.9	52,883
Assistant	86,902	22.8	43,383
Instructor	21,273	5.6	33,813
Lecturer	9,905	2.6	36,902
No Rank	47,651	12.5	45,948
Total/Average	380,788	100.0	54,303

SOURCE: NCES, IPEDS Salary Survey, *1998-99.*

[a] Based on 100 percent of NEA's faculty salary universe (3,128 institutions).

Among public two-year institutions, Kentucky faculty members received the largest salary increase in any state between 1997-98 and 1998-99 (19 percent, Table 11). The salary increases received by community college faculty members in Alabama and Maine exceeded 10 percent. South Dakota, Nevada, Texas, and Alaska showed decreases in salaries at their public, two-year colleges.

South Dakota and Alabama faculty members earned the largest increases at public four-year institutions (9 percent). Minnesota and Nevada faculty members received increases of 6 percent or higher. Faculty members at New Hampshire and Massachusetts saw average salary decreases at public, four-year institutions.[1]

Faculty salaries were $438 higher at independent four-year institutions than at public four-year institutions ($56,386 vs. $55,948; Table 12). But the differential favored independent four-year institutions in the District of Columbia and only 12 states: Connecticut, Rhode Island, Maryland, Colorado, Texas, Louisiana, New York, New Hampshire, Illinois, Maine, Utah, and Massachusetts. Public four-year faculty salaries were higher in all other states. The difference was $20,930 in Alaska; eight states showed differences between $10,000 and $20,000: Nevada, Kansas, Iowa, Michigan, Montana, Minnesota, South Carolina, and New Mexico.

TABLE 6

NUMBER OF FULL-TIME FACULTY ON 11/12 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1998-99

Type	Rank	Control: Public	Control: Independent	Total
AA	Professor	816	12	828
	Associate	656	63	719
	Assistant	676	85	761
	Instructor	862	149	1,011
	Lecturer	60	1	61
	No Rank	10,172	666	10,838
	Total	13,242	976	14,218
BA	Professor	135	398	533
	Associate	83	402	485
	Assistant	143	364	507
	Instructor	37	243	280
	Lecturer	24	41	65
	No Rank	51	199	250
	Total	473	1,647	2,120
BA+	Professor	1,462	1,266	2,728
	Associate	753	1,142	1,895
	Assistant	517	1,386	1,903
	Instructor	278	521	799
	Lecturer	102	23	125
	No Rank	258	579	837
	Total	3,370	4,917	8,287
Doctoral	Professor	11,767	2,922	14,689
	Associate	7,245	2,416	9,661
	Assistant	5,853	2,664	8,517
	Instructor	1,879	531	2,410
	Lecturer	818	150	968
	No Rank	426	970	1,396
	Total	27,988	9,653	37,641
Total		45,073	17,193	62,266

SOURCE: NCES, IPEDS Salary Survey, *1998-99*.

[a] *Based on 100 percent of NEA's faculty salary universe (3,128 institutions).*

TABLE 7

AVERAGE SALARIES FOR FACULTY ON 11/12 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1998-99

Type	Rank	Control: Public	Control: Independent	Average
AA	Professor	$69,546	-	$69,546
	Associate	54,248	*31,778	52,338
	Assistant	46,510	*33,800	44,981
	Instructor	42,298	33,520	40,853
	Lecturer	*37,408	-	*37,408
	No Rank	44,833	32,570	44,052
	Average	46,442	32,768	45,483
BA	Professor	66,865	48,175	52,964
	Associate	*62,112	42,842	45,516
	Assistant	45,775	40,639	42,186
	Instructor	*52,471	30,459	32,787
	Lecturer	*48,087	*49,576	*49,118
	No Rank	*48,969	31,646	35,110
	Average	55,159	40,418	43,606
BA+	Professor	73,997	58,868	67,187
	Associate	60,076	51,434	54,707
	Assistant	48,469	42,397	43,819
	Instructor	39,929	38,270	38,745
	Lecturer	42,540	*36,329	41,863
	No Rank	56,301	44,296	48,114
	Average	63,396	48,515	54,393
Doctoral	Professor	95,195	93,290	94,802
	Associate	71,103	67,507	70,179
	Assistant	59,093	58,686	58,960
	Instructor	45,217	45,920	45,397
	Lecturer	46,975	46,419	46,901
	No Rank	47,655	39,503	41,903
	Average	76,222	68,660	74,207
Average		66,621	59,263	64,591

SOURCE: NCES, IPEDS Salary Survey, *1998-99*.

[a] *Based on 100 percent (3,128 institutions) of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

TENURE

Nearly two-thirds of all full-time faculty members had tenure (Table 13). Tenure rates ranged by type of institution from 55 percent in independent comprehensive colleges to 71 percent in community colleges. A greater share of faculty members had tenure in public than at independent institutions for most types of colleges.

TABLE 8

AVERAGE SALARIES FOR MEN AND WOMEN FACULTY ON 9/10 MONTH CONTRACTS,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK 1998-99

		Control			
		Public		Independent	
Type	Rank	Women	Men	Women	Men
AA	Professor	$ 53,920	$ 57,632	$ *34,493	$ *37,366
	Associate	45,470	47,879	*32,708	*36,403
	Assistant	39,908	41,801	31,749	*30,718
	Instructor	35,821	37,680	*26,830	*24,200
	Lecturer	39,619	40,339	-	-
	No Rank	44,832	48,107	36,785	43,361
	Average	44,872	48,570	33,517	40,011
BA	Professor	58,005	59,392	57,290	60,530
	Associate	46,516	48,630	44,964	45,910
	Assistant	40,239	41,229	37,583	37,913
	Instructor	32,862	35,790	30,857	31,190
	Lecturer	*36,199	*37,891	*38,211	*36,444
	No Rank	*38,979	*39,829	35,149	35,800
	Average	43,778	49,118	42,277	48,623
BA+	Professor	62,118	64,151	58,192	61,221
	Associate	49,905	51,450	46,525	48,702
	Assistant	41,037	42,356	38,823	39,866
	Instructor	31,616	33,093	31,725	32,470
	Lecturer	32,637	35,374	33,767	36,778
	No Rank	38,515	42,143	42,890	44,156
	Average	46,476	53,594	44,042	50,429
Doctoral	Professor	69,602	77,062	81,261	90,524
	Associate	52,770	56,093	56,132	60,206
	Assistant	43,758	46,883	46,272	51,235
	Instructor	32,033	33,007	36,095	36,921
	Lecturer	35,010	39,048	38,081	44,272
	No Rank	34,828	40,930	42,356	42,235
	Average	49,612	62,874	55,717	72,071
Average		47,066	57,076	48,196	60,854

SOURCE: NCES, IPEDS Salary Survey, *1998-99*

[a] *Based on 100 percent (3,128 institutions) of NEA's faculty salary universe.*

* *Indicates less than 100 faculty.*

LAND-GRANT UNIVERSITIES

Salaries at the 89 land-grant universities in the OSU database—institutions that employed many highly paid faculty members in public higher education—averaged $64,247 in 1998-99 (Table 14). The $100,484 average salary for law and legal educators, the perennial salary leaders by academic specialty, represented a 6 percent or $5,977 increase since 1997-98. Faculty members in the highest paid disciplines at

TABLE 9

PERCENTAGE DISTRIBUTION OF WOMEN AND AVERAGE FACULTY SALARIES BY GENDER, 1993-94 AND 1998-99, DIFFERENCE BETWEEN MEN'S AND WOMEN'S SALARIES, AND CHANGE IN THE DIFFERENCE, BY RANK AND INSTITUTIONAL CONTROL,[a] 1993-94 TO 1998-99

		Prof.	Assoc.	Asst.	Inst.	Lect.	No Rank	Total/Avg.
Public Institutions								
1993-94	Percentage Distribution	14.9	20.2	28.0	9.7	3.6	23.5	100.0
Average Salary	Women	52,963	42,809	35,970	28,256	32,609	34,696	40,036
	Men	58,787	45,681	38,780	29,519	33,962	37,488	48,873
	Difference (Men-Women)	5,824	2,872	2,810	1,263	1,353	2,792	8,837
1998-99	Percentage Distribution	17.7	22.1	26.1	8.9	4.2	20.9	100.0
Average Salary	Women	61,969	49,319	41,680	33,367	36,239	39,491	47,112
	Men	69,131	52,921	44,540	34,233	38,551	42,930	57,076
	Difference (Men-Women)	7,162	3,602	2,860	866	2,312	3,439	9,964
Percent Increase (Decrease) in Average Salary Difference: 1993-94 to 1998-99		23.0	25.4	1.8	-31.4	70.9	23.2	12.8
Independent Institutions								
1993-94	Percentage Distribution	16.1	28.1	41.0	8.7	2.7	3.5	100.0
Average Salary	Women	55,836	42,668	35,839	28,720	32,651	32,567	40,143
	Men	63,226	46,416	38,956	30,608	39,234	35,697	51,273
	Difference (Men-Women)	7,390	3,748	3,117	1,888	6,583	3,130	11,130
1998-99	Percentage Distribution	19.0	30.0	37.6	7.1	3.1	3.2	100.0
Average Salary	Women	66,999	52,146	41,497	33,258	35,563	35,247	48,775
	Men	75,551	53,876	45,210	34,341	38,884	38,394	60,802
	Difference (Men-Women)	8,552	1,730	3,713	1,083	3,321	3,147	12,027
Percent Increase (Decrease) in Average Salary Difference: 1993-94 to 1998-99		15.7	-53.8	19.1	-42.6	-49.6	0.5	8.1

SOURCE: NCES, IPEDS Salary Survey, *1993-94 and 1998-99.*

[a] Based on 92.7 percent (2,901 institutions) of NEA's faculty salary universe reporting data in both 1993-94 and 1998-99.

the land grant universities—legal studies, business, and engineering—received average salary increases.

The largest salary increases went to library science (13 percent), and to multi/interdisciplinary studies and agricultural business and production, (7 percent). Transportation and materials moving—the least well-paid field ($40,772)—was the only field to show a decline in average salaries (13 percent or about $6,000).[2]

TABLE 10

AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS, BY STATE AND CONTROL,[a] [b] 1998-99

State	Public 4-Year	Public 2-Year	Independent 4-Year	State	Public 4-Year	Public 2-Year	Independent 4-Year
CA	$ 67,587	$ 59,508	$ 66,192	IN	$ 53,859	$ 36,309	$ 52,935
NJ	67,458	57,532	66,178	DC	52,805	+	64,631
CT	65,815	53,251	66,439	AK	52,477	60,021	31,547
DE	64,863	45,627	57,150	MO	52,369	42,670	50,689
IA	61,341	38,350	44,494	TX	51,650	41,317	53,922
HI	61,130	47,279	59,386	SC	51,373	35,010	40,771
NV	61,010	45,990	41,846	NE	51,126	35,450	43,169
MI	60,398	58,558	45,319	KY	50,579	39,302	40,644
PA	60,220	51,356	57,927	KS	50,444	38,009	33,251
RI	59,278	44,984	59,984	UT	50,151	38,124	56,420
AZ	59,169	51,576	52,599	VT	49,830	+	46,704
NY	59,073	54,277	62,774	OR	49,788	45,358	48,959
MN	58,781	46,683	48,029	NM	49,711	34,538	39,469
MA	58,602	42,342	68,724	TN	49,552	36,479	48,154
OH	57,825	45,647	50,009	AL	49,345	42,284	40,482
VA	57,576	42,438	49,052	ME	48,875	39,923	54,518
MD	56,509	48,618	57,264	OK	48,353	37,555	42,279
US	55,948	46,772	56,386	WY	48,243	33,757	+
WI	55,844	51,871	46,183	MT	47,573	33,815	34,735
GA	55,217	41,480	50,919	ID	47,568	45,379	40,754
IL	55,160	53,444	59,876	MS	46,753	39,111	38,490
FL	55,154	43,406	50,578	AR	45,694	33,802	39,766
NC	55,019	32,652	52,218	WV	45,623	37,307	37,392
CO	54,967	38,583	55,766	LA	44,885	35,224	47,794
NH	54,015	36,605	58,320	SD	41,851	32,830	36,463
WA	53,994	41,079	49,483	ND	41,139	34,299	35,079

SOURCE: NCES, IPEDS Salary Survey, 1998-99.

[a] *Ranked in descending order of average salary of public 4-year institutions.*

[b] *Based on 95.7 percent (572) of the public 4-year institution universe (598), 74.9 percent (1,074) of the private 4-year institution universe (1,433), and 85.8 percent (915) of the public 2-year institution universe (1,067).*

+ Indicates no responding institutions in this category.

TABLE 11

PERCENT CHANGE IN AVERAGE SALARIES, FACULTY ON 9/10 MONTH CONTRACTS, BY STATE AND CONTROL, 1997-98 TO 1998-99[a]

State	Public 2-Year	Public 4-Year	Independent	State	Public 2-Year	Public 4-Year	Independent
AK	-3.0	2.9	-0.2	MT	5.8	4.3	1.4
AL	11.4	8.7	3.3	NC	1.6	2.5	4.2
AR	2.7	5.1	4.7	ND	1.6	1.4	4.0
AZ	2.1	3.6	1.3	NE	1.1	2.3	3.1
CA	4.4	4.1	3.5	NH	2.3	-0.1	4.4
CO	1.9	2.4	2.6	NJ	1.8	4.3	4.0
CT	4.6	1.5	2.9	NM	4.5	5.1	6.7
DC	+	+	5.0	NV	-0.7	6.0	1
DE	3.3	3.7	1.6	NY	2.1	3.2	3.
FL	2.1	2.5	3.5	OH	3.6	2.7	2.9
GA	5.5	5.6	3.3	OK	3.4	3.4	-2.8
HI	3.7	4.0	20.0	OR	2.5	4.3	1.0
IA	2.4	2.8	1.8	PA	2.8	3.3	2.9
ID	5.5	5.2	1.1	RI	3.8	4.0	2.9
IL	3.2	3.4	3.6	SC	4.0	3.6	3.5
IN	1.1	3.3	3.0	SD	-0.4	8.8	3.2
KS	4.3	3.2	1.7	TN	1.4	0.8	2.2
KY	19.4	2.4	3.8	TX	-0.7	2.5	4.1
LA	1.5	0.0	3.0	**US**	3.0	3.4	3.5
MA	0.6	-0.7	4.6	UT	2.1	5.5	6.4
MD	3.4	3.3	1.9	VA	4.3	4.8	3.7
ME	10.1	4.3	3.6	VT	+	4.9	2.0
MI	4.8	3.3	4.3	WA	2.0	1.9	2.8
MN	5.2	6.4	3.0	WI	3.1	3.9	2.6
MO	2.6	2.7	4.8	WV	4.8	4.0	0.6
MS	2.1	5.0	3.4	WY	1.1	2.8	+

SOURCE: NCES, IPEDS Salary Survey, 1997-98, 1998-99.

[a] Based on 81.6 percent (871) of the 2-year public institution salary universe (1,067), 94.5 percent (565) of the 4-year public institution salary universe (598), and 70.8 percent (1,014) of the private institution salary universe (1,433) reporting comparable data in both years.

+Indicates no responding institutions in this category.

ACADEMIC SPECIALTY

Engineering faculty, according to CUPA data, earned the highest non-professional school salaries by academic specialty (public institutions—$76,655, independent institutions-$77,721; Table 15). Nursing remained the lowest paid academic specialty in public institutions ($47,211). The parks, recreation, leisure and fitness program category was the lowest paid specialty in independent institutions ($41,379). The salary range among academic specialties was greater in independent than in public institutions ($36,342 vs. $29,444).

COLLECTIVE BARGAINING

Faculty members in institutions with bargaining agreements earned $3,006 more than colleagues teaching in institutions with no bargaining agreement ($58,044 vs. $55,038; Table 16). The bargaining advantage exceeded $5,000

TABLE 12

AVERAGE SALARIES FOR FACULTY ON 9/10 MONTH CONTRACTS, IN PUBLIC AND INDEPENDENT 4-YEAR INSTITUTIONS,[a] BY STATE,[b] 1998-99

State	Public	Independent	Difference	State	Public	Independent	Difference
AK	$ 52,477	$ 31,547	$ 20,930	GA	$ 55,217	$ 50,919	$ 4,298
NV	61,010	41,846	19,164	VT	49,830	46,704	3,126
KS	50,444	33,251	17,193	NC	55,019	52,218	2,801
IA	61,341	44,494	16,847	PA	60,220	57,927	2,293
MI	60,398	45,319	15,079	HI	61,130	59,386	1,744
MT	47,573	34,735	12,838	MO	52,369	50,689	1,680
MN	58,781	48,029	10,752	TN	49,552	48,154	1,398
SC	51,373	40,771	10,602	CA	67,587	66,192	1,395
NM	49,711	39,469	10,242	NJ	67,458	66,178	1,280
KY	50,579	40,644	9,935	IN	53,859	52,935	924
WI	55,844	46,183	9,661	OR	49,788	48,959	829
AL	49,345	40,482	8,863	**US**	55,948	56,386	-438
VA	57,576	49,052	8,524	CT	65,815	66,439	-624
MS	46,753	38,490	8,263	RI	59,278	59,984	-706
WV	45,623	37,392	8,231	MD	56,509	57,264	-755
NE	51,126	43,169	7,957	CO	54,967	55,766	-799
OH	57,825	50,009	7,816	TX	51,650	53,922	-2,272
DE	64,863	57,150	7,713	LA	44,885	47,794	-2,909
ID	47,568	40,754	6,814	NY	59,073	62,774	-3,701
AZ	59,169	52,599	6,570	NH	54,015	58,320	-4,305
OK	48,353	42,279	6,074	IL	55,160	59,876	-4,716
ND	41,139	35,079	6,060	ME	48,875	54,518	-5,643
AR	45,694	39,766	5,928	UT	50,151	56,420	-6,269
SD	41,851	36,463	5,388	MA	58,602	68,724	-10,122
FL	55,154	50,578	4,576	DC	52,805	64,631	-11,826
WA	53,994	49,483	4,511	WY	48,243	+	-

SOURCE: NCES, IPEDS Salary Survey, 1998-99

[a] Ranked in descending order of average salary of public 4-year institutions.

[b] Based on 95.7 percent (572) of the public 4-year institution universe (598), and 74.9 percent (1,074) of the private 4-year institution universe (1,433).

+ Indicates no responding institutions in this category.

TABLE 13

PERCENT OF FACULTY ON 9/10 AND 11/12 MONTH CONTRACTS TENURED,[a] BY INSTITUTIONAL TYPE AND CONTROL, AND RANK, 1998-99

	Control		
Type	Public	Independent	Average
AA	71.2	59.9	71.0
BA	61.7	57.9	58.9
BA+	63.8	54.8	60.5
Doctoral	65.1	60.4	63.8
Average	66.1	58.2	63.9

SOURCE: NCES, IPEDS Salary Survey, *1998-99.*

[a] *Based on 68.7 percent (2,129 institutions) of NEA's salary universe reporting tenure information.*

TABLE 14

AVERAGE SALARIES AND DIFFERENCE IN SALARIES FOR FACULTY IN LAND-GRANT UNIVERSITIES, BY DISCIPLINE, 1997-98 TO 1998-99[a]

	Average Salary		Difference	
	1997-98	1998-99	($)	(%)
Law and Legal Studies	$ 94,507	$ 100,484	$ 5,977	6.3%
Business Management & Administrative Services	77,367	81,924	4,557	5.9
Engineering	72,616	75,874	3,258	4.5
Computer and Information Sciences	70,514	73,383	2,869	4.1
Health Professions and Related Sciences	69,855	70,658	803	1.1
Physical Sciences	65,951	69,116	3,165	4.8
Agricultural Business and Production	61,216	65,287	4,071	6.7
ALL FIELDS	61,662	64,247	2,585	4.2
Mathematics	61,117	63,995	2,878	4.7
Psychology	60,010	63,616	3,606	6.0
Biological Sciences/Life Sciences	60,009	63,551	3,542	5.9
Multi/Interdisciplinary Studies	57,736	61,724	3,988	6.9
Social Sciences and History	58,982	60,932	1,950	3.3
Public Administration and Services	56,710	58,708	1,998	3.5
Area, Ethnic, and Cultural Studies	54,789	58,082	3,293	6.0
Architecture and Related Programs	55,213	58,031	2,818	5.1
Conservation & Renewable Natural Resources	56,541	57,992	1,451	2.6
Library Science	51,384	57,783	6,399	12.5
Agricultural Sciences	55,600	57,170	1,570	2.8
Protective Services	54,353	57,014	2,661	4.9
Philosophy and Religion	53,585	56,066	2,481	4.6
Home Economics	52,167	55,352	3,185	6.1
Education	52,574	55,140	2,566	4.9
Communications	51,817	54,357	2,540	4.9
English Language and Literature/Letters	51,038	53,720	2,682	5.3
Engineering-Related Technologies	51,785	52,589	804	1.6

TABLE 14

AVERAGE SALARIES AND DIFFERENCE IN SALARIES FOR FACULTY IN LAND-GRANT UNIVERSITIES, BY DISCIPLINE, 1997-98 TO 1998-99[a] (CONTINUED)

	Average Salary		Difference	
	1997-98	1998-99	($)	(%)
Parks, Recreation, Leisure, & Fitness Studies	49,821	52,287	2,466	4.9
Foreign Languages and Literatures	49,402	51,544	2,142	4.3
Visual and Performing Arts	48,989	51,322	2,333	4.8
Liberal Arts & Sciences, General Studies, & Humanities	49,955	50,376	421	0.8
Transportation & Materials Moving Workers[b]	46,758	40,772	-5,986	-12.8

SOURCE: Oklahoma State University, Faculty Salary by Discipline Data Files, *1997-98, 1998-99.*

[a] *Ranked in descending order by average salary in 1998-99.*

[b] *Indicates less than 100 faculty members.*

TABLE 15

AVERAGE FACULTY SALARIES IN 4-YEAR INSTITUTIONS, BY DISCIPLINE AND CONTROL, 1998-99[a]

	Control	
Discipline	Public	Independent
Engineering	$ 76,655	$ 77,721
Physical Sciences	72,448	51,333
Social Sciences	68,081	51,003
Accounting	67,276	63,055
Marketing Management and Research	66,571	68,944
Business Administration and Management, General	64,202	63,242
Economics	63,714	65,781
Computer and Information Sciences	62,784	55,983
Physics	61,122	61,696
Agricultural Business and Production	60,909	45,151
Public Health	60,004	75,198
Area, Ethnic, and Cultural Studies	58,353	57,278
Public Administration and Services	58,044	61,675
Chemistry	56,808	54,427
Architecture and Related Programs	56,786	59,551
Physical Therapy	56,458	50,992
Geology	56,249	62,764
ALL FIELDS	56,102	54,967
Biological Sciences/Life Sciences	55,932	51,060
Psychology	55,633	51,748
Education Administration and Supervision	55,482	51,872
Mathematics	55,156	53,184
Multi/Interdisciplinary Studies	54,837	51,135
Philosophy and Religion	54,803	49,128
Political Science	54,328	56,563

TABLE 15

AVERAGE FACULTY SALARIES IN 4-YEAR INSTITUTIONS, BY DISCIPLINE AND CONTROL, 1998-99[a] (CONTINUED)

Discipline	Control	
	Public	Independent
Anthropology	54,160	58,121
Visual and Performing Arts	53,629	47,158
History	53,207	53,783
Education	52,301	47,666
Sociology	52,299	52,553
Geography	52,280	52,656
Library Science	52,099	42,439
Home Economics	51,068	44,395
Engineering Related Technologies	50,998	45,668
Special Education	50,748	46,557
Parks, Recreation, Leisure & Fitness	50,722	41,379
English Language and Literature	50,269	49,478
Protective Services	49,734	42,158
Art, General	49,698	47,753
Foreign Languages and Literatures	49,503	48,988
Speech-Language Pathology and Audiology	49,308	50,125
Communications	49,189	46,442
Education--Curriculum and Instruction	49,045	54,441
Music	48,289	46,034
Drama/Theater Arts	48,085	47,060
Occupational Therapy	47,926	47,407
Nursing	47,211	43,881

SOURCE: College and University Personnel Association, Faculty Salary Survey in Private and Public Institutions, 1998-99.

[a] *Sorted by salaries in public institutions.*

in 21 of the 46 disciplines studied (46 percent). The salaries of faculty members in philosophy and religion showed the largest difference ($13,478; bargaining-$62,343, non-bargaining-$48,865). Salaries for eight of the 46 disciplines were greater at non-bargaining colleges and universities. The salary advantage associated with bargaining agreements declined during the 1990s.

TABLE 16

AVERAGE SALARIES AND SALARY DIFFERENCES BY BARGAINING STATUS AND BY DISCIPLINE FOR FULL-TIME FACULTY IN PUBLIC 4-YEAR INSTITUTIONS, 1998-99

Discipline	All	Collective Bargaining	Non-Collective Bargaining	Difference
ALL FIELDS	56,102	58,044	55,038	3,006
Accounting	$67,276	$67,996	$66,852	$1,144
Agricultural Business and Production	60,909	58,160	61,569	-3,409

TABLE 16

AVERAGE SALARIES AND SALARY DIFFERENCES BY BARGAINING STATUS AND BY DISCIPLINE FOR FULL-TIME FACULTY IN PUBLIC 4-YEAR INSTITUTIONS, 1998-99 (CONTINUED)

Discipline	All	Collective Bargaining	Non-Collective Bargaining	Difference
Anthropology	54,160	58,593	50,434	8,159
Architecture and Related Programs	56,786	57,332	56,742	590
Area, Ethnic, and Cultural Studies	58,353	58,487	58,218	269
Art, General	49,698	55,288	45,943	9,345
Biological Sciences/Life Sciences	55,932	58,537	54,474	4,063
Business Administration and Management, General	64,202	65,065	63,740	1,325
Chemistry	56,808	59,430	55,299	4,131
Communications	49,189	52,952	47,017	5,935
Computer and Information Sciences	62,784	64,097	62,057	2,040
Drama/Theater Arts	48,085	52,148	44,840	7,308
Economics	63,714	63,661	63,760	-99
Education	52,301	56,072	49,573	6,499
Education Administration and Supervision	55,482	57,359	54,171	3,188
Education-Curriculum and Instruction	49,045	51,388	48,066	3,322
Engineering	76,655	72,641	78,908	-6,267
Engineering Related Technologies	50,998	54,722	49,623	5,099
English Language and Literature	50,269	54,723	47,685	7,038
Foreign Languages and Literatures	49,503	52,571	47,837	4,734
Geography	52,280	55,947	49,822	6,125
Geology	56,249	59,752	54,310	5,442
History	53,207	57,059	50,902	6,157
Home Economics	51,068	53,942	50,262	3,680
Library Science	52,099	55,982	47,270	8,712
Marketing Management and Research	66,571	66,941	66,292	649
Mathematics	55,156	59,161	53,070	6,091
Multi/Interdisciplinary Studies	54,837	49,065	57,767	-8,702
Music	48,289	52,926	46,128	6,798
Nursing	47,211	51,896	45,392	6,504
Occupational Therapy	47,926	50,021	46,496	3,525
Parks, Recreation, Leisure & Fitness	50,722	54,134	47,717	6,417
Philosophy and Religion	54,803	62,343	48,865	13,478
Physical Sciences	72,448	65,933	74,382	-8,449
Physical Therapy	56,458	57,824	55,599	2,225
Physics	61,122	64,303	59,309	4,994
Political Science	54,328	57,915	52,105	5,810
Protective Services	49,734	53,071	46,921	6,150
Psychology	55,633	58,750	53,670	5,080
Public Administration and Services	58,044	59,032	56,804	2,228
Public Health	60,004	56,576	61,853	-5,277
Social Sciences	68,081	60,650	69,907	-9,257
Sociology	52,299	55,947	49,843	6,104
Special Education	50,748	53,471	48,509	4,962
Speech-Language Pathology and Audiology	49,308	54,532	46,612	7,920
Visual and Performing Arts	53,629	51,541	54,560	-3,019

SOURCE: College and University Personnel Association, Faculty Salary Survey in Public Institutions, 1998-99.

MERIT PAY

We know little about the degree to which faculty salary determinations are based on merit. Two reasons may explain the information scarcity. First, there is no single definition of merit pay outside of colleges and universities with bargaining agreements. Second, merit pay systems vary in scope. Some programs provide only a few awards; others provide increases to many faculty members, based on annual evaluations. Some programs add the merit increase to the base salaries; others offer a one-year bonus.

Merit pay systems tend to exacerbate salary inequities and erode collegial relationships. No consensus exists on how to measure "meritorious" teaching; absent such agreement, merit pay may entice faculty members to emphasize other types of rewarded work.

Colleges and universities that contemplate a merit pay system should include all participants in planning and implementation. Administrators must be committed to due process, including written and published criteria for evaluation and appeal. The criteria for awarding merit increases must reflect the range of responsibilities for each faculty member.

SUMMARY

The good news: The purchasing power of average faculty salaries finally surpassed the previous high, attained in 1972-73.

The bad news: Faculty salaries have lost roughly $10,000 since 1990, compared to other professionals with at least a master's degree. For years, average faculty salaries had equaled the average salaries of others with advanced education.

Reports of average salaries obscure variations among groups of faculty members. Independent universities continued to provide the highest average faculty salaries; independent two-year colleges paid the lowest. Salaries also differed by academic specialty; faculty members in business, engineering, and legal studies were the best paid. Women continued to receive lower salaries, and the gender gap widened. Finally, geographic location was associated with large differences in faculty salaries.

NOTES

[1] The average change in salary by state is calculated only for institutions that reported in 1997-98 and 1998-99. These changes include all factors influencing average salary, not just cost-of-living changes or raises granted by the state.

[2] This discipline includes less than 100 faculty members; slight staffing changes can, therefore, result in large shifts in salary averages.

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Innovative Approaches to Bargaining

by Gary Rhoades and Christine Maitland

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Faculty bargaining agents dealt with a full plate during the past decade. The traditional challenges persisted: ensuring professional pay for professional work—pay that kept pace with cost of living increases—and retaining hard-earned benefits, such as health care, as management sought to reduce costs. Agents also protected faculty jobs, as management tried to lay off tenured and non-tenured professors.

But bargaining agents for faculty also confronted new challenges. Academic managers—seeking to maximize revenues from faculty work—systematically restructured higher education institutions and the conditions of faculty work.[1] Increased use of part-time faculty—few contingent workers had bargaining units to protect their working conditions or financial interests—threatened the future of academic work as a full-time career. Managers developed distance education curricula, often exempt from collective bargaining agreements and taught by contingent faculty. Increased use of instructional technology gave managers greater control over curriculum and pedagogy—the products of faculty's intellectual labor.

Managerial restructuring of higher education was part of an assault on public institutions. In health care, public criticism of access, costs, and quality of care led, ironically, to the growth of for-profit health maintenance organizations. Privatizing educational services began on the elementary and secondary levels, with vouchers, charter schools, and corporate takeovers of public systems. Criticism then turned to public higher education; states reduced financial support, which in turn accelerated privatization.[2] Public colleges and universities sought to reduce costs and generate new revenues by hiring more part-time and contingent faculty at sub-professional wages, investing in instructional technology to reduce faculty labor costs in delivering curriculum, and capitalizing on the intellectual products created by faculty labor.

This chapter suggests innovative approaches to bargaining that address these new challenges. First, we look at residuals—a strategy used by arts and entertainment unions in negotiating intellectual property rights for contingent workers. We then examine the use of interest-based bargaining (IBB) by faculty negotiating teams to negotiate exemplary con-

tractual language for instructional technology and intellectual property.

NEGOTIATING INTELLECTUAL PROPERTY: RESIDUALS

Virtually all entertainment industry employees are contingent workers. Performer efforts to negotiate intellectual property rights and to confront new technological developments foreshadow challenges facing faculty members. Faculty, like performers, must protect the rights to their creative works and their classroom "performances," for example. Residuals—a key strategy—permit contingent workers in the entertainment industry to claim revenues generated by their work. Can this strategy work for faculty as well?

Copyright law protects written works, including books and musical compositions, but it does not protect "performers' rights" in recorded music or speech. Before the emergence of audio recording, performers were paid for their live performances; no one worried about protecting performers' rights and about royalties attendant to performances.

Extensions of copyright law to include performances on film or tape were not forthcoming when technology permitted repeated performances at distances from the original performance. Performers then turned to unions to secure their rights. Monies negotiated by the American Federation of Musicians—one of the first unions to fight for performers' rights—went into a union trust fund, not to individual performers. The fund then hired performers adversely affected by the use of recorded music. Paying "residuals" for repeated use of performances began in 1941, when the Transcription Code of the American Federation of Radio Artists required that performers receive their original compensation for each replay of a program they recorded.

Popularization of television in the 1950s intensified the struggle over residuals. Television—a new and ideal market for motion picture distributors—required no new production costs. Networks replayed movies without compensating the actors until the Screen Actors Guild and the Writer's Guild of America engaged in strikes and other labor conflicts that resulted in negotiated residuals payments.

Let's distinguish residuals from royalties. Royalties—embedded in copyright law—go to the creator. Residuals, in contrast, are a form of "profit sharing," a derivative right. The amount paid to creators is negotiated from the owner of the work—producers and production companies in the case of the entertainment industry. Several payment mechanisms are common. The International Alliance of Theatrical and Stage Employees has a collective payment plan—residuals go to its pension plan and to a union-maintained health and welfare fund. The Screen Actors Guild uses a combination of collective and individual payments. Producers pay a lump sum to the union, which disperses funds to individuals through a point system. The number of points is proportionate to the number of days a person worked on the project—a cap favors lower-paid members. Some agreements require direct payments to writers or directors, though producers retain ownership. Unions for writers, actors, and directors negotiate minimum payments. Agents then negotiate individual contracts that pay above the minimums. The provisions for residuals in these contracts more closely resemble payments for the repeated use of intellectual property than for profit sharing.

Faculty members can use a similar strategy to share in the profits generated by repeated use of their teaching "performances." The predominance of contingent workers in the entertainment industry suggests the applicability of the practice to contingent faculty members. Profit- sharing is critical, given the growth in part-time faculty and the small proportion of contingents covered by collective bargaining. Colleges and universities could pay into an insurance pool covering the health and retirement benefits of part-time faculty members working on several campuses. The size of payments would depend on the number of classes taught.

Residuals provide for payment for repeated use of a performance, but faculty are interested in more than reaping the benefits of their labor. Faculty also want to maintain quality by owning and controlling the use of their intellectual property—an issue separate from residuals. Can someone who may not teach the course appropriately utilize my tape or materials? Can I insist that the college cease to use my tape of my "performance" if new discoveries outdate the "facts" discussed in a science course, or if new methods emerge for teaching a subject? These issues have no analogue in the

entertainer's world, where old performances can maintain their artistic integrity over time.

Professors and performers are personally invested in their work and in the products of their labor:

> What all the members—big and small alike—have in common is the desire and need to protect their property. There is a special name for the kind of property we create and own: intellectual property. It comes out of our minds and hearts. We don't make it in a factory or with tools in a shop or on a computer or in an office on the phone, but we make it just the same. It is our individual way of expressing how we feel. Believe me, there are few things in life as personal as creating a work of art.[3]

Faculty investment in intellectual products thus goes well beyond economic terms. Collective bargaining experiences, noted in the next section, suggest the relative strength of faculty members: Unlike entertainers, faculty may be able to retain control over quality.

INTEREST-BASED BARGAINING

How does a union negotiating team secure exemplary language regarding distance education and intellectual property? That is the question we asked two faculty negotiators—Steve Robinson, Mott Community College, Flint, Michigan, and Mark Shutes, Youngstown State University, Youngstown, Ohio—who have successfully used IBB. The bargaining process each used differed significantly. Neither contract defined the structure, composition, and province of IBB. The choice to use IBB and the choice of which model to use and for what issues were matters determined jointly and consensually by the faculty and management bargaining teams.

Mott's negotiators used traditional bargaining for "bread and butter" issues and reserved IBB for issues that the bargaining teams agreed to table. Management and union representatives, together with a facilitator, formed a problem-solving committee that addressed intellectual property rights for courseware and distance learning courses. Both bargaining teams agreed to give "due deference" to committee recommendations, formulated over 16 months. The union also put the recommendations to the contract election process.

Bargainers at Youngstown used IBB throughout contract negotiations. Management and union bargaining teams took turns chairing meetings and keeping minutes and called in a neutral facilitator only once after the first few meetings. The entire contract took four to five months to negotiate; intellectual property was the last issue addressed.

Robinson and Shutes emphasized the attractions of IBB for negotiating complex issues, such as intellectual property rights, that required extended expert discussions. "I don't think it [the language they negotiated] would ever have been possible without IBB," noted Robinson. Shutes agreed: "Everyone is working for the best benefit of the university, instead of arguing over every little item. With IBB this kind of issue can be handled more easily." Robinson and Shutes also noted the salutary atmosphere of interest-based negotiations; management and union "really functioned as a group"; "there was good chemistry."

But using IBB did not guarantee success. Robinson and Shutes credited specific negotiators for many accomplishments. A senior academic administrator at Mott was a former faculty union president who introduced collaborative, problem-solving language into the contract. The IBB team included two well-versed Mott faculty members and the dean of technology, all of whom understood the issues and faculty needs and were committed to negotiating a good agreement that would enable the expansion of distance education. Efforts to pursue IBB had failed in two prior rounds of contract negotiations at Youngstown, but the faculty team included new negotiators committed to IBB. The Youngstown administration team included several respected department chairs and a senior administrator who heard presentations on the costs of distance education at an NEA higher education conference.

At Mott and Youngstown, faculty bargainers drew upon the intellectual resources of local and national unions, which enabled them to take the initiative consistently. Both faculty teams, Robinson and Shutes noted, offered ideas and contract language acquired through attending conferences, scanning Web sites, and discussing issues with NEA experts and faculty negotiators at other colleges. Sending rep-

resentatives to conferences and conducting research and analysis—the expertise of faculty members—enabled union negotiators to educate and persuade management.

Mott and Youngstown faculty negotiators also benefited from the economic and political power of their colleagues. To expand distance learning, noted Shutes, management "needed to get faculty to do more of it, and I think the administration realized they needed a happy faculty if a significant number were to get involved." "It was in the administration's interest to provide faculty with an incentive to engage in more such activity," Robinson noted. "That gives faculty negotiators a type of leverage."

Faculty members at both colleges also used direct political leverage to strengthen their claims to intellectual property. A well-respected faculty member sued Mott over ownership of a distance education course. The lawsuit, though not rancorous, may have encouraged the administration to negotiate. At Youngstown, the faculty had successfully negotiated a key clause—limiting the college to three experimental distance education courses a year—in a previous contract. This clause gave faculty negotiators leverage when the administration desired to expand this activity.

Both colleges created new articles covering distance education and intellectual property. The clauses on ownership and control of intellectual property—issues of greatest faculty concern at Mott and Youngstown—could serve as benchmarks for other faculty negotiators.[4] "The most important language covered a deeply-held conviction," Robinson said, "It was to retain ownership."

> We have had since the 1960s a clause that said, anything created by the faculty is the faculty's property....So the new language really protects that. It protects the intellectual property and the content of the course....We came to the table saying, we own it. The story we told was, a faculty member's ideas are their own....they are all that we have. Since the classical era, our ideas have been ours.

What if a faculty member used significant university resources to create intellectual property—a key issue in many contracts? At Youngstown, Shutes noted, the contract preserved faculty ownership unless the intellectual property is a work for hire. The detailed, restrictive definition of "significant use" of university resources—"extensive, non-reimbursed" use, for example—in Youngstown's contract is unusual in articles covering intellectual property.

The ownership involves the use of the property, a significant issue in distance education. Faculty want control over course materials, but managers want the flexibility to offer the course, even if the faculty member is on sabbatical or opposes its use. How did the negotiators resolve this conflict? "We persuaded them that this is different than in a regular course," noted Robinson. "In a regular course, if someone else offers it, and even if they botch it, it doesn't affect you personally." But, he added, "Distance education is different. You put a lot more into a distance course. Your face is on it. Your name is on it. So we came up with a process to resolve any differences regarding use."

The Mott contract affords the creating faculty member control over assigning the course to another faculty member, and over revising and replacing the course. Management-faculty disagreements are referred to a Distance Learning Advisory Committee:

Assigned Use Agreements.

- Assignment. Assignment of a distance learning course to an MCC faculty member other than the creator will be mutually determined by the Creating Faculty Member, his/her Immediate Supervisor, and the Dean of Educational Technology. Should they disagree about the assignment, the matter will be referred to the CPSC's [College Professional Study Committee, MCC's senate] Distance Learning Advisory Subcommittee (DLAC). The decision of the DLAC shall be final and binding....
- Assigned Use Agreement. An Assigned Use Agreement shall a) specify the obligations of the assigned faculty member to protect the integrity of the distance learning Courseware Package, b) define what elements of the Courseware Package must be used, c) prohibit modification of any of the defined elements by the assigned faculty member without the concurrence of the Creating Faculty Member, d) specify the con-

> sulting duties of the Creating Faculty Member. Signatories to the Agreement shall be the Creating Faculty Member, the assigned faculty member and his/her immediate supervisor, and the Dean of Educational Technology.

At Youngstown, a joint union-management committee reviews special contracts signed by faculty members who engage in distance education. "The language gives us complete control over distance learning," Shutes noted.

The contract articles covering intellectual property included the revenue shares accorded the faculty member and the college from the proceeds of distance education. The Mott contract provided for a 60/40 split, favoring the faculty member. Youngstown faculty members received a more favorable split for distance education. A sliding scale for joint efforts and for works for hire gave faculty members 90 percent up to $50,000, and 75 percent after $50,000. The split was 50/50 for patents after $100,000; the university owned products of joint efforts.

The division of revenues, noted Robinson, was not the principal issue for Mott faculty:

> I don't think revenue is the big issue. I hope not anyway. These courses are being developed to fit the needs of our students. Not for markets, or for making profits. I guess we are competing in some sense with some big private companies. But the courses should be geared to our students. Our first priority is our students, not to compete in markets....That's management's view as well, thankfully, at least at the present. But we'll keep an eye on that. We're in the education business to help students. To help them improve their lives. The minute you get into making a profit, to competing in the market, then you almost change yourself into something you are not.

The union, Robinson added, must keep an eye out to ensure that faculty shares were not eroded in subsequent contract negotiations. Shutes, too, emphasized that the union would probably have to fight to protect the shares it negotiated in the current contract.

CONCLUSION

Negotiators have much to learn from innovative approaches to bargaining, such as applying the concept of residuals, or adopting IBB to secure favorable contract language. Research conducted by faculty negotiators can educate management about the realities of distance education and intellectual property even before the negotiation process begins. Distance education and intellectual property were not central contractual features for most faculty members at Mott and Youngstown. But the faculty teams invested time and effort to understand disputed matters and drew on the expertise of colleagues. The results: strengthened bargaining positions and favorable contract language. Anticipating key issues accords faculty members greater stewardship over the health of the institution and the union and enhances their professional development.

At stake, in traditional bargaining or in IBB, are power and control over resources and work. Knowledge and ability give faculty members considerable leverage, especially when unions build on past contracts that delimit the desired activity.

Colleges constantly seek to generate and capture new revenues from their employees in an era of "academic capitalism" and "managed professionals." Faculty members should recognize that others would cast us into the role of producers for the marketplace. But this transformation need not occur. We protect ourselves by protecting the integrity of our educational work.

NOTES

[1] Rhoades, 1998.

[2] Slaughter and Leslie, 1997.

[3] Galdston, 1997.

[4] The contracts are on line at www.mccea.org (Mott Community College) and www.cboss.com/ysuoea/9902.pdf (Youngstown State University).

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APPENDIX

NEA Higher Education Bargaining Units

The following list of NEA higher education collective bargaining units is based on a report form developed and published by the National Center for the Study of Collective Bargaining in Higher Education and the Professions. Information has been supplemented by NEA staff.

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Adirondack Comm. College, NY	81	85	2	1
Adirondack Comm. College/Clerical, NY	68	...	2	1
Adrian College, MI	67	75	4	1
Albion College/ESP, MI	121	...	4	1
Allen County Community College, KS	55	...	2	1
Alpena Comm. College, MI	54	65	2	1
Alpena Comm. College/ESP, MI	24	98	2	1
Atlantic Comm. College, NJ	80	68	2	1
Atlantic Comm. College/Admin., NJ	25	...	2	1
Atlantic Comm. College/Support, NJ	145	...	2	1
Baker College of Flint, MI	41	78	2/4	1
Barstow College, CA	117	79	2	1
Bay de Noc Comm. College, MI	44	73	2	1
Beaver County, Comm. College of, PA	60	73	2	1
Beaver County, Comm. College of/Clerical, PA	55	...	2	1
Bellevue Comm. College, WA	482	72	2	1
Bellingham Tech. College, WA	45	...	2	1
Bergen Comm. College, NJ	276	68	2	1
Bergen Comm. College/Admin., NJ	8	...	2	1
Bergen Comm. College/AP, NJ	35	...	2	1
Big Bend Comm. College, WA	50	80	2	1
Black Hawk College Quad Campus, IL	10	92	2	1
Black Hawk Tech. College/Support, WI	55	...	2	1
Blue Mountain Comm. College, OR	77	75	2	1
Brevard Comm. College, FL	235	81	2	4
Brookdale Comm. College, NJ	206	71	2	1
Brookdale Comm. College/Admin., NJ	120	...	2	1
Brookdale Comm. College/Support, NJ	364	...	2	1
Broome Comm. College, NY	397	79	2	1
Broome Comm. College/Clerical, NY	78	...	2	1
Broome Comm. College/Maintenance, NY	43	...	2	1
Broward Comm. College, FL	330	83	2	4
Burlington County College, NJ	80	70	2	1
Burlington County College/Support, NJ	129	...	2	1
Butler County Comm. College, KS	112	71	2	1
Butler County Comm. College, PA	137	92	2	1
Butler County Comm. College/Clerical, PA	38	...	2	1
Butte College, CA	175	78	2	1
California State University System, CA	18,400	82	4	22

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Camden County College, NJ	113	80	2	1
Camden County College/Admin., NJ	115	...	2	1
Carl Sandburg College, IL	140	75	2	2
Cayuga County Comm. College, NY	72	78	2	1
Central Comm. College, NE	132	85	2	3
Central Michigan University, MI	595	77	4	1
Central Michigan University/Tech., MI	112	...	4	1
Chaffey Comm. College, CA	525	80	2	1
Chemeketa Comm. College, OR	225	74	2	1
Chemeketa Comm. College/Adjunct, OR	320	84	2	1
Chipola Junior College, FL	70	76	2	1
Chippewa Valley Tech. College, WI	210	85	2	4
Citrus College, CA	359	76	2	1
Clackamas Comm. College, OR	152	75	2	3
Clackamas Comm. College/Adjunct, OR	368	86	2	3
Clackamas Comm. College/Staff, OR	134	83	2	1
Clark College, WA	490	74	2	1
Clatsop Comm. College, OR	40	75	2	1
Clatsop Comm. College/Support, OR	134	75	2	1
Cloud County Comm. College, KS	48	70	2	1
Coast Comm. College Dist./Adjunct, CA	1,232	79	2	3
Colby Community College, KS	151	88	2	1
College of the Sequoias, CA	142	76	2	1
College of the Siskiyous, CA	38	...	2	1
Columbia College/Part-Time Faculty, IL	800	97	4	1
Columbia Basin Comm. College, WA	27	72	2	2
Columbia-Greene Comm. College, NY	49	79	2	1
County College of Morris, NJ	192	75	2	1
County College of Morris/Support, NJ	180	...	2	1
Cowley County Comm. College, KS	42	69	2	1
Cumberland County College, NJ	48	68	2	1
Cumberland County College/Support, NJ	32	...	2	1
Cumberland County College/Tech., NJ	23	...	2	1
Danville Area Comm. College, IL	69	83	2	1
Danville Area Comm. College/Staff, IL	65	83	2	1
Delaware County Comm. College, PA	100	74	2	1
Des Moines Area Comm. College, IA	270	76	2	5
Des Moines Area Comm. College/Support, IA	179	...	2	5
Desert Comm. College, CA	122	88	2	1
Detroit College of Business, MI	35	73	4	1
Detroit/Mercy, University of, MI	219	75	4	1
Detroit/Mercy, University of/Clerical, MI	65	...	4	1
District of Columbia, University of, DC	430	75	4	2
Dodge City Comm. College, KS	55	91	2	1
DuPage, College of, IL	330	89	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Dutchess Comm. College, NY	200	87	2	1
Dutchess Comm. College/Adjunct, NY	270	87	2	1
Eastern Iowa Comm. College, IA	148	75	2	3
Eastern Washington Univ., WA	341	95	4	1
Edison State College, OH	43	85	2	1
Elgin Comm. College/Clerical, IL	100	...	2	1
Endicott College, MA	37	73	4	1
Erie Comm. College, NY	468	78	2	3
Essex County College, NJ	151	68	2	2
Essex County College/Admin., NJ	55	...	2	1
Essex County College/Security, NJ	32	93	2	1
Essex County College/Support, NJ	200	...	2	1
Ferris State University, MI	443	73	4	1
Ferris State University/Admin., MI	10	...	4	1
Ferris State University/Clerical, MI	189	...	4	1
Finger Lakes, Comm. College of the, NY	171	78	2	1
Flathead Valley Comm. College, MT	44	79	2	2
Florida State Univ. System, FL	7,695	76	4	10
Florida State Univ. System/Grad. Assts., FL	4,446	82	4	2
Fort Scott Community College, KS	55	96	2	1
Fox Valley Tech. College, WI	329	68	2	2
Fox Valley Tech. College/Clerical, WI	272	...	2	2
Fulton-Montgomery Comm. College, NY	81	78	2	1
Fulton-Montgomery Comm. College/Clerical, NY	31	...	2	1
Garden City Comm. College, KS	70	71	2	1
Gateway Technical College, WI	276	82	2	4
Gateway Technical College/AP, WI	129	...	2	4
Gavilan Comm. College, CA	77	77	2	1
Genesee Comm. College, NY	147	78	2	1
Geneva College/Maint., PA	45	...	4	1
Glen Oaks Comm. College, MI	26	68	2	1
Glen Oaks Comm. College/Clerical, MI	25	...	2	1
Goddard College, VT	50	98	4	1
Gogebic Comm. College, MI	42	65	2	1
Gogebic Comm. College/Clerical, MI	17	...	2	1
Grand Rapids Comm. College/Clerical, MI	91	97	2	1
Grand Valley State Univ./Clerical, MI	240	...	4	1
Green River Comm. College, WA	338	72	2	1
Hartnell College, CA	328	79	2	1
Hawaii, University of, HI	3,421	74	2/4	10
Hawkeye Comm. College, IA	118	80	2	1
Hawkeye Comm. College/Custodial, IA	45	...	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Highland Comm. College, KS	30	...	2	1
Highline Comm. College, WA	369	65	2	1
Hillsborough Comm. College, FL	256	83	2	4
Hiram G. Andrew Center, PA	34	91	2	1
Hocking Technical College, OH	165	86	2	1
Hocking Technical College/Clerical, OH	60	...	2	1
Hudson County Comm. College, NJ	45	89	2	1
Hudson County Comm. College/Support, NJ	70	89	2	1
Hutchinson Comm. College, KS	72	...	2	1
Illinois Eastern Comm. Colleges, IL	94	85	2	4
Imperial Valley College, CA	304	81	2	1
Independence Comm. College, KS	33	70	2	1
Iowa Central Comm. College, IA	92	75	2	1
Iowa Lakes Comm. College, IA	83	75	2	2
Iowa Western Comm. College, IA	108	75	2	2
Jackson Comm. College, MI	81	65	2	4
Jackson Comm. College/Clerical, MI	46	...	2	1
Jamestown Comm. College/Clerical, NY	90	...	2	2
Jefferson Comm. College, NY	100	75	2	1
Jefferson Tech. College, OH	43	85	2	1
Jefferson Tech. College/Clerical, OH	47	...	2	1
John A. Logan College, IL	98	72	2	1
John A. Logan College/ESP, IL	75	96	2	1
John A. Logan College/Part-time, IL	70	99	2	1
Johnson County Comm. College, KS	293	80	2	1
Kansas City Kansas Comm. College, KS	136	71	2	1
Kaskaskia College/Staff, IL	60	...	2	1
Keene State College, NH	161	77	4	1
Kellogg Comm. College, MI	80	68	2	1
Kellogg Comm. College/Clerical/AP, MI	37	...	2	1
Kellogg Comm. College/Maint., MI	23	...	2	1
Kendall College of Art and Design, MI	14	74	4	1
Kern Comm. College, CA	896	77	2	3
Kirkwood Comm. College, IA	200	75	2	2
Labette Comm. College, KS	40	70	2	2
Laboure College, MA	22	75	2	1
Lackawanna Jr. College, PA	26	79	2	1
Lake Superior State University, MI	121	78	4	1
Lake Superior State University/ESP, MI	116	85	4	1
Lakeland Comm. College, OH	122	78	2	1
Lake Tahoe Community College, CA	21	...	2	1
Lakeshore Tech. College, WI	220	68	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Lane Comm. College, OR	282	74	2	1
Lane Comm. College/Support, OR	366	...	2	1
Lansing Comm. College, MI	322	68	2	1
Lansing Comm. College/Clerical, MI	113	...	2	1
Lehigh County Comm. College, PA	81	70	2	1
Lehigh County Comm. College/Support, PA	36	...	2	1
Lewis and Clark Comm. College, IL	79	79	2	1
Long Beach City College/Full-Time, CA	299	78	2	2
Long Beach City College/Part-Time, CA	600	90	2	1
Lower Columbia College, WA	82	81	2	1
Luzerne County Comm. College, PA	107	71	2	1
Luzerne County Comm. College/Clerical, PA	109	71	2	1
Maine Technical College System, ME	304	...	2	7
Maine Technical College System/Admin., ME	52	...	2	6
Maine, University of-System, ME	1,250	78	4	7
Maine, University of-System/ESP 1, ME	1,246	78	4	9
Maine, University of-System/ESP 2, ME	863	78	4	9
Massachusetts Comm. College System, MA	1,700	76	2	15
Massachusetts Comm. College Sys/Cont'g Ed., MA	1,800	87	2	15
Massachusetts State Colleges, MA	1,535	77	4	9
Massachusetts State Colleges/Cont'g Ed., MA	1,050	87	4	9
Massachusetts State Colleges/Prof. Admin., MA	447	79	4	9
Massachusetts, University of, Lowell, MA	509	76	4	1
Massachusetts, University of, MA	1,800	76	4	4
Massachusetts, University of/ESP, MA	1,293	80	4	2
McHenry County College, IL	73	71	2	1
Medicine and Dentistry, Univ. of/Acad. Prof., NJ	97	84	4	3
Mendocino College/Adjunct, CA	9	94	2	1
Merced College, CA	490	76	2	1
Mercer County Comm. College, NJ	121	70	2	1
Metropolitan Comm. College, NE	159	74	2	4
Michigan State University/AP, MI	1,034	85	4	1
Mid-Michigan Comm. College, MI	32	68	2	2
Mid-Michigan Comm. College/Clerical, Custodial, MI	37	68	2	2
Mid-Plains Comm. College Area, NE	85	76	2	2
Mid-State Tech. College, WI	90	70	2	3
Mid-State Tech. Inst./Custodial, WI	12	...	2	3
Minnesota Comm. College System, MN	2,200	72	2	26
Minnesota Tech. Colleges, MN	2,500	95	2	34
Minnesota, Univ. of, Duluth, MN	335	...	4	1
Mitchell Tech. Inst./Support, SD	13	...	2	1
Monroe County Comm. College, MI	60	73	2	1
Monroe County Comm. College/Custodial, MI	20	93	2	1
Montcalm Comm. College, MI	23	68	2	1
Montcalm Comm. College/Support, MI	33	68	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Monterey Peninsula College, CA	307	76	2	1
Moraine Park Tech. College/Support, WI	159	...	2	1
Mott Comm. College, MI	384	66	2	3
Mott Comm. College/Prof., Tech., MI	71	...	2	1
Mount Hood Comm. College, OR	160	80	2	1
Mount Hood Comm. College/Adjunct, OR	400	82	2	1
Mount San Antonio College, CA	696	76	2	1
Mount San Jacinto College, CA	63	76	2	2
Muskegon Comm. College, MI	81	65	2	1
Muskegon Comm. College/Clerical, MI	27	...	2	1
Napa Valley College, CA	266	77	2	1
National College, SD	40	76	4	1
Nebraska-Kearney, University of, NE	318	76	4	1
Nebraska State Colleges, NE	239	76	4	3
Nebraska State Colleges/Prof., NE	70	94	4	3
Neosho County Comm. College, KS	44	...	2	1
New Mexico Highlands University, NM	112	98	4	1
Niagara County Comm. College, NY	225	78	2	1
Niagara County Comm. College/Clerical, NY	120	...	2	1
Nicolet Area Tech. College, WI	81	...	2	1
Nicolet Area Tech. College/Clerical/Maint., WI	52	...	2	1
North Central Michigan College, MI	31	80	2	1
North Central Tech. College, WI	171	69	2	2
North Central Tech. College/Clerical, WI	85	...	2	2
North Central Tech. College/Tech., WI	40	...	2	2
North Country Comm. College, NY	65	78	2	3
North Orange County Comm. College, CA	515	79	2	2
Northeast Iowa Comm. College/Area I, IA	143	75	2	2
Northeast Iowa Comm. College/Area IV, IA	32	75	2	1
Northeast Comm. Colleges, NE	90	90	2	1
Northeast Wisconsin Tech. College, WI	215	72	2	3
Northeast Wisconsin Tech. College/Clerical/Tech., WI	195	...	2	3
Northern Iowa, University of, IA	680	91	4	1
Northern Mich. University/Tech. & Appl. Sci., MI	25	80	2	1
Northwest Iowa Tech. College, IA	33	75	2	1
Northwest Tech. College, OH	46	75	2	1
Northwest State Comm. Coll./ESP, OH	20	86	2	1
Northwest State Comm. Coll., OH	41	...	2	1
Oakland Comm. College, MI	295	71	2	5
Oakton Comm. College, IL	151	86	2	1
Oakton Comm. College/Part-time, IL	118	85	2	1
Ocean County College, NJ	128	68	2	1
Ocean County College/Support, NJ	148	...	2	1
Ocean County College/Admin.-Primary, NJ	33	93	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Ocean County College/Admin.-Supervisory, NJ	19	93	2	1
Olympic College, WA	401	64	2	1
Orange County Comm. College, NY	203	78	2	2
Palm Beach Comm. College, FL	200	75	2	4
Palo Verde Comm. College, CA	57	80	2	1
Pasadena City College, CA	348	79	2	1
Passaic County Comm. College, NJ	62	72	2	1
Passaic County Comm. College/Admin., NJ	54	93	2	1
Passaic County Comm. College/Support, NJ	76	...	2	1
Peirce Junior College, PA	22	92	2	1
Pennsylvania College of Technology, PA	218	71	2/4	2
Pensacola Junior College, FL	240	85	2	3
Pima Comm. College, AZ	287	78	2	5
Pittsburg State Univ., KS	218	74	4	1
Pratt Comm. College, KS	34	77	2	1
Quincy College, MA	59	...	2	1
Rancho Santiago Comm. College/Cont'g Ed., CA	509	77	2	2
Raritan Valley Comm. College/Admin., NJ	45	...	2	1
Renton Technical College/ESP, WA	75	93	2	
Rhode Island, Comm. College of, RI	320	72	2	3
Rhode Island, Comm. College of/Prof. Staff, RI	130	80	2	2
Rhode Island, Comm. College of/Clerical, RI	189	...	2	2
Rhode Island School of Design, RI	114	78	4	1
Rhode Island School of Design/Adjunct, RI	80	80	4	1
Rhode Island, University of/Physicians, RI	4	79	4	1
Rhode Island, University of/Prof., RI	241	...	4	1
Rhode Island, University of/Clerical, RI	488	...	4	1
Rio Hondo Comm. College, CA	660	79	2	1
Riverside Comm. College, CA	785	78	2	3
Robert Morris College/Custodial, PA	65	...	4	1
Roger Williams College, RI	243	72	4	2
Roger Williams College/Clerical, RI	59	...	4	1
Roger Williams College/Custodial, RI	34	...	4	1
Rogue Comm. College, OR	65	75	2	1
Saddleback Comm. College, CA	984	76	2	2
Saginaw Valley State University, MI	196	72	4	1
Saginaw Valley State University/Clerical, Custodial, MI	161	78	4	1
St. Bernard Parish Comm. College, LA	30	...	2	1
St. Clair County Comm. College, MI	81	68	2	1
St. Clair County Comm. College/Clerical, MI	72	...	2	1
Saint Leo University, FL	56	79	4	1
St. Louis Comm. College, MO	435	77	2	3
Salem Comm. College, NJ	35	75	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Salem Comm. College/Support, NJ	14	...	2	1
San Bernardino Comm. College, CA	643	84	2	2
San Joaquin Delta College, CA	633	77	2	1
Santa Clarita Comm. College/Dist. 6, CA	260	77	2	1
Sauk Valley College, IL	60	69	2	1
Schenectady County Comm. College, NY	76	78	2	1
Schoolcraft College, MI	353	72	2	1
Schoolcraft College/Clerical, MI	59	...	2	1
Schoolcraft College/Maintenance, MI	42	...	2	1
Shasta College, CA	394	76	2	1
Shawnee Comm. College, IL	42	84	2	1
Shawnee State University, OH	118	75	4	1
Shawnee State University/ESP, OH	80	75	4	1
Sierra Comm. College Dist., CA	502	77	2	1
Skagit Valley College, WA	379	65	2	2
Solano Comm. College, CA	384	76	2	1
South County Community College, CA	895	78	2	2
South Dakota University System, SD	1,168	77	4	6
Southeast Comm. College/Prof., NE	70	94	4	3
Southeastern Comm. College, IA	89	87	2	2
Southeastern Comm. College/Prof., IA	70	94	4	3
Southeastern Comm. College/Prof., Admin., IA	55	91	2	3
Southeastern Illinois College, IL	67	85	2	1
Southeastern Voc. Tech. Inst./Clerical, SD	10	...	2	1
Southern Illinois Univ.-Carbondale, IL	725	96	4	1
Southern Illinois Univ.-Carbondale/ESP, IL	635	78	4	1
Southern Illinois Univ.-Edwardsville/AP, IL	280	88	4	2
Southern Illinois Univ.-Edwardsville/Tech., IL	100	92	4	2
Southern State Comm. College, OH	40	85	2	3
Southwestern Comm. College, CA	214	77	2	2
Southwestern Comm. College, IA	44	75	2	2
Spokane, Comm. Colleges of, WA	453	70	2	2
Spoon River College, IL	35	73	2	1
Spoon River College/Tech., IL	30	92	2	1
Spoon River College/Correctional Center, IL	8	92	2	1
State College & University Professional Assn.,PA	480	78	...	14
Sullivan County Comm. College, NY	120	78	2	1
Sullivan County Comm. College/Staff, NY	111	...	2	2
Suomi College/Support, MI	15	...	2	1
Taft College, CA	54	76	2	1
Thaddeus Stevens State School of Tech., PA	39	72	2	1
Tompkins-Cortland Comm. College, NY	91	82	2	1
Treasure Valley Comm. College, OR	55	80	2	1
Ulster County Comm. College/Staff, NY	57	84	2	1

Institution/ System	Unit Size	Year Elected	2-Yr. 4-Yr.	# of Campuses
Union County College/Acad. Prof., NJ	67	...	2	4
Union County College/Clerical, NJ	90	...	2	4
Union County College/Maintenance, NJ	39	...	2	4
Union County College/Support, NJ	18	...	2	4
Victor Valley College, CA	89	76	2	1
Walla Walla Comm. College, WA	255	68	2	3
Warren County Comm. College, NJ	12	92	2	1
Warren County Comm. College/ESP, NJ	14	97	2	1
Washtenaw Comm. College, MI	209	66	2	1
Washtenaw Comm. College/OPT, MI	100	98	2	1
Waukesha County Tech. College, WI	210	67	2	3
Waukesha County Tech. College/Support, WI	175	...	2	3
Wenatchee Valley College, WA	65	65	2	2
West Hills Comm. College, CA	50	77	2	1
Westmoreland County Comm. College, PA	105	72	2	1
Westmoreland County Comm. College/Support, PA	12	...	2	1
West Shore Comm. College, MI	23	84	2	1
Western Iowa, Tech. Comm. College, IA	88	76	2	1
Western Nebraska Comm. College, NE	70	76	2	2
William R. Harper Comm. College/Custodial, IL	85	...	2	1
William R. Harper Comm. College/Part-time, IL	400	94	2	1
Williamsport Area Comm. College, PA	158	72	2	2
Youngstown State University, OH	424	72	4	1
Youngstown State University/AS, OH	440	85	4	1
Youngstown State University/AP, OH	100	86	4	1

NOTES:

1. Unit size is full-time, or full-time and part-time, as reported by unit. Units are faculty unless otherwise stated. AP = Academic Professional unit. AS = Administrative staff unit.

2. This table employs the definition of a branch campus used by the National Center for Education Statistics. A branch campus, notes the NCES definition, possesses these characteristics: a permanent administration, programs offered that are at least two years in length, location not within commuting distance of the parent campus.

3. While we believe the list to be accurate, unit size and affiliation change. If there are errors in the list, please write to the Higher Education Office, NEA, with updated information, and the listing will be corrected.

Union Organizing and The Law: Part-Time Faculty and Graduate Teaching Assistants

by Gregory M. Saltzman

***Gregory M. Saltzman** is professor of economics and management at Albion College and adjunct associate research scientist at the Institute of Labor and Industrial Relations, University of Michigan. He holds a Ph.D. in economics from the University of Wisconsin—Madison.*

Saltzman co-authored a study published in **Thought & Action** *in 1999 about faculty and staff participation in college and university governance. He recently surveyed public-sector bargaining law in Michigan. Other publications include a National Bureau of Economic Research paper on public-sector bargaining in Illinois and Ohio and journal articles on job applicant screening and Congressional voting on labor issues.*

Saltzman participated in the University of Wisconsin Teaching Assistants' Association from 1977 to 1980. He was a member of the bargaining team for contract negotiations in 1977-78 and 1979-80, and served as chair of the grievance committee and legislative liaison.

Part-time and contingent employment is more widespread in college and university teaching than in most other sectors of the economy.[1] Institutions often hire part-time or nontenure-track faculty or teaching assistants (TA's) to obtain instructional services at low cost.[2] Colleges and universities, critics charge, exploit instructors who cannot find full-time, tenure-track jobs, especially in glutted fields such as the humanities. These low-paid contingent workers may feel stigmatized and trapped by working in contingent positions.[3]

Some dissatisfied part-time, nontenure-track faculty and TA's have unionized to gain higher salaries, greater benefits, and increased job security. NEA, for example, won a 1998 representation election for a bargaining unit of almost 500 part-time faculty at Columbia College in Chicago.[4] A year earlier, more than 1,000 University of Alaska adjuncts voted for American Association of University Professors (AAUP) and American Federation of Teachers (AFT) representation, and nearly 2,000 part-timers in New Jersey's state colleges voted for AFT representation.[5]

Organizing activity among TA's increased during the 1990s. University of Iowa TA's voted to unionize in 1996.[6] AFT became bargaining representative for some Wayne State University TA's in 1998; an effort to include the remaining TA's and research assistants followed.[7] TA's and research assistants at the University of Minnesota voted against union representation in 1999.[8] But the United Auto Workers (UAW) won representation elections for TA's at UCLA, Berkeley, and six other University of California campuses in 1999, following a systemwide strike in December 1998.[9] In May 1999, the UAW filed a petition for a representation election for TA's at New York University.[10]

A move to form a TA union at Yale University may have national implications. After staging unsuccessful recognition strikes in February 1992 and April 1995, Yale TA's withheld grades for their students in December 1995 and early January 1996, but continued to perform their other duties.[11] This "grade strike" also failed to win union recognition, but it may lead to a National Labor Relations Board (NLRB) ruling, currently pending, that TA's at private universities have a protected right to organize and bargain. Such a ruling could

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spur organizing among TA's at other private institutions.

This *Almanac* chapter describes employment conditions and special provisions of labor law that pertain to unionizing part-time or nontenure-track faculty and TA's—the right to organize and bargain, unit determination, and the duty of fair representation in combined full-time/part-time bargaining units.[12] The essay also discusses relations between full-time, tenure-track faculty and contingent employees. Most observers emphasize conflicts of interests between these groups. "[T]he academic profession," note two observers, "has slowly but inexorably become bifurcated into two faculties: the tenured 'haves' and the temporary, part-time 'have nots.'"

> The reason for the two faculties is that the one sustains the other: the low costs and heavy undergraduate teaching loads of the have-nots help make possible the continuation of a tenure system that protects the jobs and perquisites of the haves. Because tenured faculty benefit directly and personally from this bifurcation of the academic profession, they have a vested interest in maintaining it.[13]

Here, in contrast, we discuss potential *benefits* for full-time faculty when part-time or nontenure-track faculty and TA's unionize to improve their working conditions.

EMPLOYMENT AND EMPLOYMENT CONDITIONS: PART-TIME FACULTY AND TA'S

The proportion of part-timers in the academic workforce grew from 22 percent in 1970-71, to 32 percent in 1982-83, and to 42 percent in 1992.[14] Heavy reliance on part-time faculty by a rapidly growing community college system—in which the part-timer proportion grew from 40 percent to 64 percent between 1971 and 1995—explains much of this growth.[15] In 1992, when the proportion of part-time faculty reached 60 percent in community colleges, part-timers represented only 39 percent of the teaching force at public four-year or master's-level institutions, 36 percent at private liberal arts colleges, and 23 percent at research universities.[16]

Research universities employed relatively few part-time faculty; instead, they relied on substantial numbers of part-time teaching assistants. The University of Michigan, for example, currently employs 1,700 TA's.[17] The number of Yale TA's nearly tripled in the past 20 years—to 1,039 in 1996-97.[18] TA's and adjuncts handled 70 percent of undergraduate classroom hours at Yale.[19]

Most part-time and contingent employees, noted a recent study of the entire U.S. workforce, faced substandard working conditions, including "lower pay, less-skilled jobs, poor chances of promotion, less job security, inferior benefits (such as vacation, health insurance, and pension), and lower status overall within their places of employment."[20] Controlling for productivity-related personal characteristics, such as level of education and years of work experience, the study added, part-timers earned about 20 percent less than full-timers among women with regular jobs; the differential for men was about 24 percent.[21]

College and university instructors showed a similar pattern. Full-time faculty members earned about $4,000 per course in 1993, after adjusting for time spent on other tasks; part-timers averaged $1,500 per course.[22] Part-time faculty were less likely to receive benefits. Only 17 percent of part-time faculty received employer-subsidized health insurance in 1993; 20 percent received employer pension contributions. The corresponding proportions for full-time faculty were 97 percent and 93 percent.[23] Part-timers often experience unfavorable employment conditions: professional isolation, exclusion from curricular discussions, and no access to voice mail, E-mail, or an office. Few part-timers have employment security; low enrollments can lead to last-minute class cancellations and loss of salary. Departments may exclude part-timers from consideration when a full-time position opens because of the stigma often attached to these appointments.[24]

TA's, like part-time faculty, typically received lower pay and sub-par benefits.[25] TA's often accepted these conditions, believing their jobs were brief apprenticeships leading to full-time, tenure-track positions. But lengthy spans as TA's and poor prospects for tenure-track jobs, particularly in the humanities, undermined this perception.

Substandard working conditions among part-timers and TA's created employee dissatisfaction; sustained contingent status focused

these employees on improving current conditions. Increasing numbers also made these groups ripe for organizing: Large bargaining units made it hard for employers to replace strikers but easy for unions to generate sufficient funds for contract negotiation and enforcement. But would labor law assist or hinder this organizing?

THE RIGHT TO ORGANIZE AND BARGAIN: PART-TIME AND NONTENURE-TRACK FACULTY

Many K-12 teacher unions, particularly in large cities, won recognition before enactment of statutes protecting their right to organize and bargain. Teachers typically had to strike or threaten to strike and mobilize labor movement allies to pressure school boards to grant recognition. In small cities and rural areas, teachers gained recognition only when legislation required school boards to bargain and unions won majority support in representation elections.[26]

College or university faculty unions occasionally won recognition without legal protection of their right to organize and bargain. AFT won bargaining rights in the Chicago City Colleges by striking for recognition in 1966, for example.[27] In November 1998, NEA won recognition of full-time and part-time faculty units at Goddard College.[28] Goddard trustees could have resisted unionization by invoking two decisions: the *Yeshiva* doctrine against full-time faculty, and a 1975 NLRB ruling against the part-timers.[29] But the Goddard trustees respected the majority vote decision in each unit.

Most boards of trustees, in contrast, recognized faculty unions only if forced by law. Part-time and nontenure-track faculty traditionally lacked the power and militancy to win a recognition strike. Nor could faculty unions control the labor supply to force recognition: unions have little role in training or job placement and have not matched organized medicine's ability to restrict entry to the profession by raising standards.[30] In the future, faculty unions might create hiring halls for adjuncts, perhaps by offering inducements to adjuncts, such as health insurance. Their success would depend on the union's ability to provide well-qualified faculty to employers. But for now, effective organizing of part-time or nontenure-track faculty depends on whether labor laws, as interpreted by labor boards and the courts, require employers to bargain with faculty unions with majority support.

Most full-time, tenure-track faculty in private colleges or universities, ruled the U.S. Supreme Court in the *Yeshiva* decision (1980), have no legally protected right to organize and bargain.[31] These faculty members, said the Court, are managers, not "employees" under the National Labor Relations Act (NLRA), since they participate in academic affairs and personnel decisions. The *Yeshiva* doctrine does not prohibit unionization or bargaining—witness the Goddard College case. But these faculty members have no recourse under NLRA if the administration takes reprisals for union activity or refuses to bargain with a union with majority support.

The *Yeshiva* doctrine did not apply to most part-time or nontenure-track faculty at private institutions because their limited participation in decision-making did not make them managers. In 1982, for example, the NLRB rejected an attempt by the University of San Francisco (USF) to use *Yeshiva* to deny bargaining rights to part-time faculty who participated in curriculum development. The NLRB, noting that USF's part-time faculty did not participate in decisions on graduation requirements, faculty hiring or tenure, or budgeting, ruled that NRLA covered these faculty members.[32]

State courts and labor boards often followed NLRB precedents when interpreting public-sector bargaining statutes. In 1987, a hearing examiner for the Pennsylvania Labor Relations Board excluded full-time, tenure-track faculty at the University of Pittsburgh from coverage under Pennsylvania's public-sector bargaining law, citing the *Yeshiva* doctrine.[33] But the Pennsylvania Labor Relations Board overruled the hearing examiner in 1990, and the *Yeshiva* doctrine has not been applied in the public sector since then.[34]

The 1990 Pennsylvania ruling favored faculty unions, but the ruling did not help the part-time faculty union at the University of Pittsburgh. The part-timers voted to unionize after the hearing examiner, as part of the 1987 decision, ruled that part-time and nontenure-track faculty were nonmanagerial employees with a protected right to organize and bargain.[35] But the 1990 ruling reestablished a

combined full-time-part-time unit, effectively nullifying the union representation vote by the part-timers. The part-timers were left without union representation when a majority of the combined unit voted against union representation in 1991.[36]

Part-time or nontenure-track faculty often face the legal argument that casual or temporary employees have no protected rights under collective bargaining laws. In the *University of San Francisco* case, NLRB felt it necessary to deny the employer's claim that part-time faculty were temporary employees in order to approve a bargaining unit of part-time faculty.[37] In a 1997 public-sector case, contingent employees at Eastern Michigan University were denied bargaining rights. Lecturers whose employment was not guaranteed beyond one semester but who were appointed for three consecutive semesters, ruled the Michigan Employment Relations Commission, were casual or temporary employees and, hence, could not form a collective bargaining unit.[38]

But in another 1997 public-sector case, an Alaska superior court judge upheld an Alaska Labor Relations Agency ruling that University of Alaska adjunct faculty had a protected right to organize and bargain despite their short-term appointments. The university argued that the state bargaining law did not cover adjuncts, and that a representation election held in a previous semester should not bind current adjuncts because of high turnover. "If an employer was privileged to defeat a representation petition based on the transient nature of its employee population," said the judge, "then every employer would use this process to frustrate the collective bargaining rights. The law does not support this position."[39]

Labor boards and courts, when recognizing a right to organize and bargain for part-time or nontenure-track faculty, adopted standard remedies for employer discrimination against union supporters. Carleton College, the NLRB ruled in 1999, violated NLRA by refusing to renew the annual contract of an adjunct instructor in the music department who tried to organize a union for adjunct music faculty.[40] The Board upheld an NLRB administrative law judge's ruling that Carleton administrators, "and perhaps also its tenure and tenure-track faculty," opposed a union for adjunct faculty and that the non-renewal occurred, in part, because of union activity. The NLRB ordered the instructor's reinstatement with back pay.

THE RIGHT TO ORGANIZE AND BARGAIN: TEACHING ASSISTANTS

The Teaching Assistants' Association (TAA) at the University of Wisconsin-Madison, the first TA union to win a contract, gained recognition without legislative protection in 1969.[41] Student activism associated with Vietnam War protests fueled the TAA's recognition drive. In 1969, a conservative Wisconsin legislator, believing that out-of-state graduate students instigated campus protests, introduced legislation to eliminate out-of-state tuition remission for the majority of TA's who came from out of state—a large cut in effective compensation. Many TA's, galvanized by this proposal, joined TAA, which demanded recognition as TA bargaining representative. The university granted the demand despite the absence of legal compulsion, in part because the chancellor, an institutional labor economist, favored collective bargaining.[42]

Subsequent events illustrated the importance of a legally protected right to organize and bargain. The university's new chancellor, a chemist who lacked his predecessor's sympathy for collective bargaining, negotiated a new contract with TAA in 1978. But a TAA victory in a key arbitration case apparently hardened the administration; in 1979 the university demanded the unilateral right to determine which employees the contract covered and which grievance cases could go to arbitration. TAA, rejecting these demands, unsuccessfully struck for five weeks in 1980, and the administration withdrew union recognition.[43] Six years later, TAA secured a state law protecting its right to organize and bargain for the TA's, and eliminating the administration's unilateral power to exclude TA's from the bargaining unit.[44] But the law also subjected TAA to the strike ban applying to other state employees.

TA unions at other universities have needed legal protection to win recognition. About 60 percent of the 5,446 TA's and research assistants at the University of Illinois signed union authorization cards in 1996. But the administration refused to recognize the union and opposed a representation election, saying these groups were students, not

employees, and therefore had no protected right to bargain. University officials dismissed a union victory in an April 1997 mock representation election as a publicity stunt.[45] The union had not won recognition as of May 1999; a bill to protect its right to organize stalled in the Illinois Senate after passing in the House.[46]

Yale TA's conducted two conventional strikes and a grade strike in unsuccessful attempts to win union recognition. In January 1996, immediately after the grade strike, the TA union filed an unfair labor practice (ULP) charge against Yale for taking reprisals against grade strike participants. The Yale University administration argued that the TA's were students, but in January 1997 the NLRB general counsel ruled that TA's were employees for NLRA purposes and issued a ULP complaint. An administrative law judge dismissed the complaint in August 1997, saying that NLRA did not protect grade strikes or other partial strikes. But the judge did not decide whether NLRA covered the TA's.[47] In November 1999, a three-member panel of the NLRB remanded the case to the administrative law judge, directing him to determine whether TA's were employees for purposes of federal labor law.[48] Unionization of TA's at Yale and other private universities might follow a ruling that TA's are statutory employees, even if withholding grades goes unprotected.

Union victories in 1999 at the University of California (UC) came 16 years after the TA union first sought recognition at Berkeley and 11 years after the union sought recognition at the other UC campuses.[49] The wording of the California Higher Education Employer-Employee Relations Act hindered TA organizing efforts at UC. The Act stated that the Public Employment Relations Board (PERB) "may find student employees whose employment is contingent on their status as students are employees only if the services they provide are unrelated to their educational objectives, or, that those educational objectives are subordinate to the services they perform."[50]

PERB, responding to a 1984 Berkeley TA union ULP charge, ruled that Berkeley TA's were not employees under the act; the California Court of Appeals agreed in 1992.[51] But in September 1996, a PERB administrative law judge ruled that UCLA's TA's were employees with collective bargaining rights. The university appealed the decision to PERB, and TA's at UCLA, Berkeley, and UC-San Diego then struck for recognition. Berkeley TA's struck again in April and May 1997.[52] A one-week TA strike at eight UC campuses in December 1998 ended when the state assembly speaker—a former Service Employees International Union organizer—and the state senate president proposed a 45-day cooling off period.[53] Five days later, PERB upheld the September 1996 UCLA ruling.[54] In February 1999, PERB refused a UC administration request for permission to appeal the decision to the courts. Instead PERB scheduled the UCLA representation election for March, and subsequently set elections at Berkeley for April and at Davis, Irvine, Riverside, San Diego, Santa Barbara, and Santa Cruz for May.[55]

The UC administration could have sought court review of the December 1998 PERB ruling, first, by refusing to bargain, and, then, by appealing a probable PERB finding that the refusal was a ULP. Instead the UC system president pledged to recognize the TA union if the UCLA TA's voted to unionize. "If the choice is union representation," he said in March 1999, "I want to assure our students and the UAW that the University will make every effort to cooperate fully and bargain in good faith at UCLA."[56] The TA unions won all eight elections, and the long battle over TA unionization at UC ended with a major union victory.

Repeated TA strikes for union recognition, the Yale and UC experiences show, are not sufficient to overcome opposition by a research university administration. The probable reason: TA strikes primarily affect undergraduate education, which may have a lower priority at research universities than publications and grants. Laws requiring administrators to bargain with unions are a prerequisite for organizing TA's, though strikes may help TA unions win better contracts.

APPROPRIATE BARGAINING UNITS

Who gets to vote in a union representation election? Who is covered by the union contract if the union wins? The answers depend on who's in the bargaining unit. A unit could include full-time and part-time faculty, only full-timers, or only part-timers. Typically, the NLRB and state public-sector labor boards decide if a unit requested by a union in a repre-

sentation petition is *an* appropriate unit—not *the most* appropriate unit. Boards decide if the employees in the proposed unit have a *community of interest*—similar employment conditions and common personnel rules—if the employer or a rival union contests the composition of the unit.

The NLRB excluded TA's and graduate research assistants from a unit of full-time and regular part-time faculty in the 1972 *Adelphi University* case. These two groups, the NLRB noted,

> do not have faculty rank, are not listed in the University's catalogues as faculty members, have no vote at faculty meetings, are not eligible for promotion or tenure, are not covered by the University personnel plan, have no standing before the University's grievance committee, and, except for health insurance, do not participate in any of the fringe benefits available to faculty members... [A]lthough performing some faculty-related functions, [they] are primarily students and do not share a sufficient community of interest with the regular faculty to warrant their inclusion in the unit.[57]

State labor boards and legislatures, adopting similar reasoning, established separate TA units at UC, the Florida State University System, the University of Iowa, the University of Kansas, the University of Massachusetts, the University of Michigan, the State University of New York (SUNY), the University of Oregon, the University of Wisconsin, and Wayne State University. But boards included TA's in larger faculty units at the City University of New York (CUNY) and at Rutgers.[58]

Sometimes, unions make a tactical decision on unit composition. Take the unit established at Southern Illinois University, where NEA won a November 1996 representation election. NEA solicited signatures from full-time and part-time faculty when it began to circulate union authorization cards in February, 1996. But, by May, organizers decided to seek a unit of full-timers, since it could secure the signatures needed for a representation election—30 percent of the proposed unit—only for a full-time unit.[59]

The NLRB, in its first faculty bargaining unit decisions in the early 1970s, included regular part-time faculty members in units with full-time faculty if any party sought their inclusion. But the board reversed itself in the 1973 *New York University* case, ruling that part-timers and full-timers did not share a community of interest and therefore belonged in separate units.[60] The NLRB cited differences in compensation, participation in university governance, eligibility for tenure, and job duties. Full-timers, for example, were required to conduct research and counsel students.

The NLRB and the federal courts subsequently accepted some combined units, despite the *New York University* precedent. In 1978, the U.S. Court of Appeals upheld the NLRB's *Kendall College* ruling for a unit that included full-timers and part-timers with prorated full-time contracts, but that excluded part-timers with per-course contracts.[61] In 1989, the U.S. Court of Appeals upheld an NLRB ruling that put full-time and part-time faculty in the same unit at Kendall School of Design.[62] The Kendall College administration argued for including part-timers with per-course contracts, but the Kendall School of Design administration argued against including part-timers. Management, too, this contrast suggests, seeks whatever unit will lead to the election outcome it favors.

The NLRB, in the 1997 *University of Great Falls* case, accepted a unit that included full-time faculty and part-time *associate* faculty, but not part-time *adjunct* faculty. In *Great Falls*, as in *Kendall School of Design*, the NLRB first ruled that *Yeshiva* did not apply to full-time faculty members, since they were not managerial employees. The composition of the bargaining unit then became relevant. At Great Falls, both sides stipulated that part-time associate faculty and full-time faculty shared a community of interest, but that part-time adjunct faculty did not.[63]

Part-time faculty members may form a separate bargaining unit in private colleges or universities if the NLRB deems full-time faculty to be managers. Part-time faculty at Goddard College, the NLRB ruled in 1975, lacked sufficient community of interest to form an appropriate bargaining unit, but the NLRB accepted a part-time faculty unit at USF in 1982.[64] In 1986, the U.S. Circuit Court of Appeals upheld a 1984 NLRB ruling that accepted a part-time faculty unit at the Parsons School of Design in New York City.[65]

Part-time or adjunct faculty can occasionally establish separate bargaining units at public institutions where tenure-track faculty are not unionized. One example: the unit of lecturers—some full-time, some part-time—at the University of California system, established by a 1984 representation election.[66] But these units are unusual, perhaps because "Any part-timer who comes out and advertises that he or she is willing to take this [union activism] on stands a good chance of not being around next semester."[67] Low wage scales—unions need sufficient dues revenue to cover the costs of contract negotiation and grievance handling—and high turnover also help to explain the low incidence of part-time units on campuses where the full-timers are not organized. But support of tenured colleagues may reduce the risk of reprisals and increase the chances of successful organization of part-timers.

The inconsistent decisions made by state labor boards on including part-timers and full-timers in the same bargaining unit reflect differences between and within states.[68] In 1968, for example, the New York State Public Employment Relations Board (PERB) established separate units for part-time and full-time faculty at CUNY. But, in 1969, PERB established a single bargaining unit for all 16,000 professional employees at the SUNY, including 2,000 part-time faculty members. In 1972, PERB had CUNY faculty vote on combining the full-time and part-time faculty into a single unit; the faculty voted to combine.

Full-time faculty established a bargaining unit at the Vermont State Colleges in 1973. The Vermont Labor Relations Board later added adjunct faculty to the unit, if they were in their third or subsequent semester of teaching with a six credit hour minimum per academic year. These adjuncts, ruled the board, had a sufficient expectation of continued employment to qualify as "state employees" covered under the State Employees Labor Relations Act. In 1989, the Vermont Supreme Court upheld the ruling on qualifications, but overturned the decision to include adjuncts and full-timers in the same bargaining unit.[69] The Vermont State Colleges then argued that the same local union "could not represent both full-time and adjunct faculty because of a potential conflict of interest that would jeopardize the bargaining process."[70] The Vermont Supreme Court rejected the argument, allowing one union to represent both groups in separate units.

A 1993 Illinois Educational Labor Relations Board (IELRB) decision, upheld by the Illinois Appellate Court in 1996, included "regular" part-time faculty in an existing bargaining unit of full-time faculty at a community college.[71] In assessing community of interest, IELRB "determined that the primary differences between the full-time and part-time faculty arose out of the provisions of the collective bargaining agreement and were not inherent in the positions themselves."[72] IELRB "stated that if the part-time faculty were organized into a separate unit, the full-time and part-time faculty would still have clashing interests; it would only require the College, rather than the Union to resolve those clashes."[73]

The experience at York University in Canada confirms this observation. York has separate bargaining units for full-time and part-time faculty, and the part-timers have twice gone on strike. "The role of 'management' in negotiations has become one of mediating between the interests of two separate and competing faculty sectors," notes one study. "The university, for example, could not remain fiscally viable if part-timers achieved parity with full-time faculty. Nor could full-time faculty be supported without a large part-time-work force."[74]

Is substantial improvement in conditions for part-timers "fiscally viable" for full-timers? In other economic sectors, unionization of the "secondary labor market" transformed jobs by raising pay and increasing employment security for employees at most or all firms competing in the same product market. Faculty union leaders in higher education may attain similar outcomes by bargaining for improved compensation and employment security for part-timers. Unions must meanwhile resolve tensions within combined units, if full-time and part-time faculty have different priorities in labor negotiations, and if they compete directly for jobs and resources.

COMBINED BARGAINING UNITS AND THE DUTY OF FAIR REPRESENTATION

Local union leaders must attend to the duty of fair representation in a combined bargaining unit. This duty, established by the U.S.

Supreme Court in 1944, prohibits unions from discriminating against any members of the bargaining unit when negotiating contracts or processing grievances.[75] A union dominated by either full-time or part-time faculty would breach this duty if it ignored the interests of the other group.

Part-timers are often more numerous than full-timers, particularly in community colleges, and could outvote the full-time faculty in a combined unit.[76] But part-timer inactivity often reduces their influence. In 1998, CUNY adjuncts established Adjuncts Unite to address concerns neglected by the faculty union.[77] Combined units may designate slots for part-time faculty on the executive board and the bargaining team to ensure adequate consideration of their interests.[78]

Would courts consider large differences in compensation and employment security to be sufficiently arbitrary to violate the union's duty of fair representation in a combined unit? We have few precedents in higher education, but cases in other sectors may be instructive. In a New York City public school case, for example, the union negotiated increased wages and benefits for teachers who taught severely handicapped students.[79] Teachers who taught mildly or moderately handicapped students sued, alleging the union acted arbitrarily by failing to secure the same pay increase for them. But the New York Supreme Court ruled the union did not violate its duty of fair representation, since the court found a rational basis for the compensation distinction.

A case involving *New York Times* printing pressmen addressed the issue of hiring priority for jobs filled on short notice.[80] The *Times* relied on a union hiring hall to meet short-term staffing needs on days when the paper had many pages or when many regular pressmen were absent. Under the labor agreement, the *Times* gave first priority to "junior pressmen"—members of the union and the bargaining unit who were available to work as extras. If the *Times* needed additional workers for a shift, it could hire "casuals" who were neither union nor bargaining unit members.

In 1997, the union negotiated an agreement that transferred 15 apprentices who worked for other publishers to the *New York Times* junior pressman hiring list. Some casuals who worked for the *Times* sued, arguing the union breached its duty of fair representation since the transfer decreased employment opportunities for casuals. The union, the casuals alleged, also breached this duty by placing a Navy veteran at the top of the casual list. The judge dismissed the case, saying that "a union's duty of fair representation does not extend to persons who are not employees in the bargaining unit."[81]

A recent case involved a part-time instructor in aviation maintenance at Lansing Community College (LCC) in Michigan, who was notified in February 1997 that his paid hours were reduced.[82] The faculty member first complained to the LCC administration. When LCC did not satisfactorily address his concerns, he contacted the Federal Aviation Administration (FAA), alleging that an LCC helicopter did not meet federal safety standards. LCC reprimanded him, stating that the alleged shortcomings "were false and/or overly technical and did not in fact render the helicopter unairworthy."[83] The FAA soon informed LCC that the safety complaints were unfounded. In April, LCC informed the faculty member that, due to falling enrollments, he would not have a teaching assignment for summer or fall, 1997. The faculty member then complained to his union, but the union representative found no basis for a grievance since enrollments *had* declined substantially and since LCC *had* complied with the collective bargaining agreement by assigning classes first to full-time faculty members.

The faculty member sued the union on several grounds, including breach of its duty of fair representation by failing to contest LCC's decision. The judge summarily dismissed this aspect of the suit, noting that he had not exhausted his contractual remedies by filing a grievance against LCC. The suit did *not* allege that the union violated its duty of fair representation by negotiating contract language giving part-timers less layoff protection than full-timers.[84]

Faculty unions, these cases suggest, do not automatically violate their duty of fair representation if they allow full-time–part-time differences in compensation and employment security to persist. Yet even if there is no compelling legal reason for change, there may be a compelling economic reason.

THE STAKES FOR FULL-TIME FACULTY

Why should full-time faculty members care about employment conditions for part-time faculty or TA's? Compassion may motivate some; more important, full-timers can advance their own interest by supporting unionization of part-time faculty and TA's.

U.S. Supreme Court Justice Louis Brandeis explained those interests in his dissent in the *Duplex Printing Press Company v. Deering* case (1921).[85] Duplex was one of four U.S. manufacturers of newspaper printing presses. These manufacturers, Brandeis noted:

> ... are in active competition. Between 1909 and 1913 the machinists' union induced three of them to recognize and deal with the union, to grant the eight-hour day, to establish a minimum wage scale and to comply with other union requirements. The fourth, the Duplex company, refused to recognize the union; insisted upon conducting its factory on the open shop principle; refused to introduce the eight-hour day and operated for the most part, ten hours a day; refused to establish a minimum wage scale; and disregarded other union standards. Thereupon two of the three manufacturers who had assented to union conditions, notified the union that they should be obliged to terminate their agreements with it unless their competitor, the Duplex Company, also entered into the agreement with the union, which, in giving more favorable terms to labor, imposed correspondingly greater burdens upon the employer. Because the Duplex Company refused to enter into such an agreement and in order to induce it to do so, the machinists' union declared a strike at its factory, and in aid of that strike instructed its members and the members of affiliated unions not to work on the installation of presses which plaintiff had delivered in New York.[86]

The Court majority declared the union's secondary boycott—the refusal to install Duplex presses at the plants of New York customers—illegal since only Duplex employees had a vital stake in employment conditions at the company. Brandeis disagreed:

> Defendants' [the union's] justification is that of self-interest...[T]he Duplex Company's refusal to deal with the machinists' union and to observe its standards threatened the interest not only of such union members as were its factory employees, but even more of all members of the several affiliated unions employed by plaintiff's [the Duplex Company's] competitors and by others whose more advanced standards the plaintiff was, in reality, attacking.[87]

Competition from nonunion workers with low wages and long hours threatened the gains made by workers at other companies through union activity. "Self-defense," not malice, said Brandeis, led the union to injure the Duplex Company with a secondary boycott; the union's actions were lawful.

The Brandeis dissent provides an economic rationale for labor solidarity. Competition undermines large differentials in labor standards. Full-time faculty compete in the labor market with part-time or nontenure-track faculty and TA's; administrators can substitute one type of instructional labor for another. Colleges and universities also compete in the market for educational services. The for-profit University of Phoenix can charge lower tuition by relying on low-wage, part-time faculty. Distance learning may further increase competition for educational services and undermine differentials in labor standards.

To maintain their standard of living, unionized full-time faculty members must help to organize part-time and nontenure-track faculty and TA's and help them win pay increases, reduced hours, and job security.

NOTES

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[1] Leslie, 1998, 26.

[2] Employing part-time or contingent employees is not always controversial. Here are some examples: hiring full-time temporary faculty to replace regular faculty who are on leave; hiring part-time faculty who prefer to spend time at home with young children; hiring professionals with full-time nonaca-

demic jobs and with special expertise to work part time as clinical supervisors or instructors for evening courses; allowing older, tenured faculty members to switch to teaching part-time as part of a phased retirement program; and hiring doctoral students as teaching assistants for several semesters to provide teaching experience needed to obtain a tenure-track job.

[3] See, for example, Ludlow, 1998 or Schneer, 1998. An adjunct with eleven years of experience put it, "Working as an adjunct is like becoming a Black. You cannot become White again" (Quoted in Barker, 1998, 203).

[4] Leatherman, February 13, 1998.

[5] Leatherman, February 27, 1998.

[6] "U of Iowa Graduate Students Vote to Unionize." *Chronicle of Higher Education* (May 3, 1996), A6.

[7] "Wayne State U. Graduate-Student Workers Demand Wider Recognition." *Chronicle of Higher Education* (March 26, 1999), A12.

[8] *Government Employee Relations Report* (hereafter *GERR*) 37, No. 1813 (May 17, 1999), 566-567. See also "Teaching Assistants at U. of Minnesota Reject Union." *Chronicle of Higher Education* (May 21, 1999), A12.

[9] *GERR* 36, No. 1791 (December 7, 1998), 1341-1342; *GERR* 37, No. 1806 (March 29, 1999), 360; *GERR* 37, No. 1813 (May 17, 1999), 565-566; "Teaching Assistants at U. of California Vote to Unionize." *Chronicle of Higher Education* (July 2, 1999), A12.

[10] *GERR* 37, No. 1812 (May 10, 1999), 353-536.

[11] *Yale University and Graduate Employees and Students Organization*, 1997 NLRB Lexis 619.

[12] Many rules that govern full-time college and university employees also cover part-time or nontenure-track faculty and TA's who have the right to organize and bargain. See Saltzman, 1998.

[13] Gappa and Leslie, 1993, 2.

[14] Schuster, 1998.

[15] "Statement from the Conference on the Growing Use of Part-Time and Adjunct Faculty," 1998, 54-55; Palmer, 1999, 45.

[16] Leslie, 1998, 3.

[17] Carney, 1999.

[18] Wilson, 1999. The Graduate Employees and Students Organization (GESO) compiled these statistics.

[19] *Ibid.* Yale's Provost questioned these figures. She noted that GESO would list TA's as doing 80 percent of the teaching in a course with two hours of lecture per week by a faculty member and eight discussion sections taught by TA's, even though each undergraduate attends only one discussion section. "Letter to members of the Faculty of Arts and Sciences, and Students in the Graduate School and Yale College from Provost Alison Richard," available at http://www.yale.edu/opa/gradschool/fs_letter.html

[20] Mishel, *et al.*, 1999, 247.

[21] *Ibid.*, Table 4.15, 245.

[22] Gappa and Leslie, 1997, 15. One complicating factor: full-time faculty are more likely than part-timers to hold doctorates or advanced professional degrees: 75 percent vs. 36 percent at four-year institutions; 19 percent vs. 13 percent, at two-year schools (Benjamin, 1998, Table 5.2). The wage gap would shrink when adjusted for credentials but probably would not disappear.

[23] Gappa and Leslie, 1997, 18.

[24] See, for example, Haeger, 1998, 84-85.

[25] Again, the compensation gap narrows when adjusted for differences in education and experience.

[26] Saltzman, 1985.

[27] *GERR*, No. 169 (December 5, 1966), B5-B6 and No. 194 (May 29, 1967), B4.

[28] Schneider, 1998.

[29] *Goddard College*, 88 LRRM 1228 (NLRB 1975).

[30] Flexner, 1910.

[31] *NLRB v. Yeshiva University*. 444 U.S. 672 (1980).

[32] *University of San Francisco and University of San Francisco Faculty Association*, 112 LRRM 1113 (NLRB 1982).

[33] *In the Matter of the University of Pittsburgh*, Case No. PERA-R-84-53-W, 25 (1987).

[34] *National Public Employment Reporter*, 13 (1991), case PA-21203.

[35] *GERR* 27, No. 1308 (April 3, 1989), 470 and *GERR* 27, No 1316 (May 29, 1989), 725.

[36] Robinson, 1996, 29, 34-35.

[37] That this employer claim was rejected for lack of evidence rather than as irrelevant suggests a double standard that disadvantages contingent faculty. NLRB has certified bargaining units of professional musicians, actors, dock workers, or construction workers, *even when hired for a day at a time*; part-time faculty or adjuncts are typically hired for terms of at least 10 weeks. Also, Section 8(f) of NLRA protects construction unions representing casual or temporary employees by authorizing prehire agreements, under which a contractor agrees to recognize a union before the employer hires its workers. The union then typically refers qualified workers through a hiring hall.

[38] *Eastern Michigan University and Michigan Federation of Teachers*, 1997 MERC Lab Op 312 (1997). As this chapter was being written, a decision was pending in a subsequent representation petition involving a smaller number of Eastern Michigan University lecturers who worked virtually full time [telephone interview with James Kurtz, administrative law judge for the Michigan Employment Relations Commission, August 4, 1999].

[39] *University of Alaska v. United Academic Adjuncts-AAUP/AFT/APEA*, Alaska Superior Court, Third Judicial District (1997), available at http://chronicle.com/che-data/focus.dir/0112.98/alaska.htm

[40] *Carleton College*, 328 NLRB No. 31 (1999), 1999 NLRB Lexis 307.

[41] Feinsinger and Roe, 1971.

[42] As a member of the TAA executive board in the late 1970's, however, I encountered senior members of the union who were bitter over this Chancellor's subsequent resistance to TAA demands for a larger TA role in educational policy. A TAA poster from 1970, for example, read: "Chancellor Ed Young—war maker, strike breaker."

[43] *GERR*, No. 857 (April 14, 1980), 26 and *GERR*, No. 862 (May 19, 1980), 30-31.

[44] *GERR* 23, No. 1149 (February 3, 1986), 140-141.

[45] "Graduate Students on U. of Illinois Campus Vote to Unionize," *Chronicle of Higher Education* (April 25, 1997), A6.

[46] *GERR* 37, No. 1812 (May 10, 1999), 535-536.

[47] *Yale University and Graduate Employees and Students Organization*, 1997 NLRB Lexis 619.

[48] *Yale University*, 330 NLRB, case 28 (1999).

[49] *GERR* 37, No. 1801 (February 22, 1999), 209-210.

[50] California Government Code, Section 3562, subdivision (f).

[51] *Association of Graduate Student Employees v. PERB*, 140 LRRM 2598 (Cal. 1992).

[52] *GERR* 34, No. 1691 (November 25, 1996), 1630-1631; *GERR* 35, No 1709 (April 7, 1997), 461; and *GERR* 35, No. 1713 (May 5, 1997), 586-587.

[53] *GERR* 36, No. 1791 (December 7, 1998), 1341-1342.

[54] *Regents of the University of California and Student Association of Graduate Employees*, Cal. PERB, No. 1301-H (December 11, 1998). See also *GERR* 36, No. 1793 (December 28, 1998), 1409-1410.

[55] *GERR* 37, No. 1801 (February 22, 1999), 209-210; *GERR* 37, No. 1806 (March 29, 1999), 360.

[56] Leatherman, 1999.

[57] *Adelphi University*, 79 LRRM 1545 (NLRB 1972) at 1548.

[58] All of these bargaining units except those at the University of California were listed in Friedlander, 1998.

[59] By May, the organizers secured authorization cards for 17 percent of full-timers, but only six percent of the part-timers. Magney, 1999.

[60] *New York University*, 83 LRRM 1549 (NLRB 1973).

[61] *Kendall College v. NLRB*, 570 F.2d 216 (7th Cir. 1978).

[62] *Kendall School of Design v. NLRB*, 866 F.2d 157 (6th Cir. 1989). The Kendall School of Design, located in Michigan, has no affiliation with Kendall College, in Illinois.

[63] *University of Great Falls and Montana Federation of Teachers*, 157 LRRM 1196 (NLRB 1997).

[64] *Goddard College*, 88 LRRM 1228 (NLRB 1975); *University of San Francisco*, 112 LRRM 1113 (NLRB 1982).

[65] *NLRB v. Parsons School of Design*, 793 F.2d 503 (2nd Cir. 1986).

[66] *GERR* 22, No. 1050 (February 13, 1984), 310.

[67] Robinson, 1996, 16 and 32, quoting a California community college union leader.

[68] Head and Leslie, 1979.

[69] *Vermont State Colleges Faculty Federation v. Vermont State Colleges*, 566 A.2d 955 (Vt. 1989).

[70] *Vermont State Colleges Faculty Federation v. Vermont State Colleges*, 616 A.2d 221 (Vt. 1992) at 222.

[71] *Community College v. IELRB*, 151 LRRM 2661 (Ill. App. 1 Dist. 1996).

[72] *Ibid.* at 2664.

[73] *Ibid.*

[74] Gappa and Leslie, 1993, 142, summarizing Rajagopal and Farr (no date). Farr was then Vice-President for Finance and Administration at York University.

[75] *Steele v. Louisville & Nashville R.R.*, 323 U.S. 192 (1944).

[76] Section 101(a)(1) of the Landrum-Griffin Act, which governs private-sector unions, prohibits weighted voting systems that give part-timers reduced voting power in union elections, even if they pay reduced dues.

[77] Leatherman, February 27, 1998.

[78] This suggestion was made by Diamond, 1986.

[79] *Litman v. Board of Education of the City of New York*, 137 LRRM 2551 (NY 1991).

[80] *Scanz v. New York Times*, 156 LRRM 2781 (S.D. NY 1997).

[81] *Ibid.* at 2784. The judge cited as a precedent the U.S. Supreme Court ruling in *Allied Chemical &*

Alkali Workers, Local Union No. 1 v. Pittsburgh Plate Glass Co., Chemical Division, 404 U.S. 157 (1971) that retirees are not members of the bargaining unit, so that the employer had no duty to bargain over pension benefits for those already retired.

[82] *Kutz v. Lansing Community College*. 1999 U.S. Dist. Lexis 6604 (W.D. Mich. 1999).

[83] *Ibid.* at 5.

[84] But the judge did not summarily dismiss allegations that LCC violated the faculty member's First Amendment rights and the Michigan Whistleblowers' Protection Act; these allegations will go to trial.

[85] *Duplex Printing Press Company v. Deering et al.*, 254 U.S. 443; Brandeis dissent at 479. Justice Oliver Wendell Holmes concurred with the dissent.

[86] *Ibid.*, 479-480.

[87] *Ibid.*, 480-481.

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Accountability: Challenges for Higher Education

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This chapter updates the author's "Public University Accountability to the State in the Late Twentieth Century: Time for a Rethinking?" in Policy Studies Review *15 (4) (Winter 1998), 5-22.*

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As the century ends, policymakers expect colleges to attain more, costly, sometimes competing goals. Just to name a few: enrolling a more diverse student population, ensuring high academic standards and adequate job market preparation for students, and producing more "relevant" research. But the same policymakers provided little real growth in funding in the last decade. It appears likely that demands on colleges and universities will continue to outstrip growth in resources—a recipe for trouble in an economic downturn.[1]

Citizens expect publicly supported institutions to meet increased demands: Higher education, health care, and elementary-secondary education are called to account for processes, expenditures, and, increasingly, accomplishments. This chapter explores the growing interest of students, taxpayers, and elected officials in accountability, analyzes current assessment measures and levers, and places this trend in the context of the American tradition of *democratic accountability.* The essay then offers a realistic, productive alternative to current notions of accountability—one that better complements the traditional American value of academic autonomy. We focus on state-university relationships since states provide the key government funds and are nominal "owners" of most public institutions.[2]

ACCOUNTABILITY DEMANDS: ORIGINS

Economics, politics, administrator and faculty actions, and demographics help to explain why a gradual increase in government scrutiny of higher education, beginning in the 1940s, accelerated in the past decade.

Private sector management ideas permeated the public sector during the past decade.[3] Rapid technological change and globalization led to corporate downsizing and to closer attention to costs. This trend led to greater scrutiny of one key cost: tax-supported public expenditures, including public higher education. Business leaders, noting that pain accompanied corporate downsizing, asked universities likewise to "streamline their production processes." Seeing education as the key to competitiveness,[4] these leaders also asked universities to pay greater attention to outcomes, including quality control and "customer"—student and employer—satisfaction. Much attention focused on public colleges, but inde-

pendents, which continually interacted with the federal and state governments, donors, students and their families, and business-oriented trustees, also came in for scrutiny.

Politically, a mid-decade tax revolt and Republican electoral ascendancy followed extreme financial pressures on states during the recession of the early 1990s. Policymakers, looking to reduce spending, had little discretion over most major state-supported functions—elementary-secondary education, Medicaid, corrections, and welfare, listed in descending order of funding—since federal or judicial mandates and caseload demands largely determined these allocations.[5] The resulting squeeze on public spending led to a closer look at higher education, which had special vulnerabilities. Higher education "caseloads" (enrollments) appeared discretionary and postponable. Increasing tuition and pursuing grants and donations, officials added, could offset budget cuts. State policymakers decreased higher education appropriations during the recession, and fiscal conservatism weakened the funding rebound.[6]

Worse, students and parents objected when higher education increased tuition, as suggested by state officials. These citizens wanted assured access to an economically essential service, but could not afford tuition increases that exceeded the rates of price inflation and of middle- and working-class income gains.[7] Instead, many taxpayers joined state policymakers in pressing colleges and universities to hold down tuition by becoming more efficient.[8]

Some federal officials, beginning with William Bennett, Secretary of Education in the Reagan Administration, leveled accusations of greedy price-gouging at colleges and universities.[9] In the 1990s, some representatives proposed linking higher education price controls to federal student aid.[10] Instead, Congress appointed a commission to study college costs and prices. Higher education representation and moderated tuition increases led to mild commission recommendations: voluntary institutional restraint and better information for students and parents. Congress accepted the report, though not without grumbling, but escalating tuition hikes could rekindle federal pressure for price controls.[11]

Bennett's and Congressional polemics were part of a broader pattern of political criticism. Tensions between academic norms and political populism were pronounced in the McCarthy era and during the Vietnam War, but American politicians historically did not become much involved in academic operations, despite growing size and costs.[12] Now, though, a bookshelf of *cultural* critiques of the values and modes of operation of higher education provided a rationale for intervention. Critics, including some insiders, excoriated universities for weak academic standards; embracing multiculturalism in the academic canon and in "politically correct" discourse; giving preference to minority students with allegedly dubious qualifications in the name of affirmative action; neglecting undergraduates for esoteric research; producing too many Ph.D.'s; tolerating administrative bloat; and permitting light, "unbalanced" (read graduate), and unmonitored faculty workloads.[13] Negative press reports strengthened the impact of these cultural critiques. Recent scandals included abuses in charging costs to government grants, institutional end runs around peer review processes in pursuit of research and capital grants, and misconduct by scientists in reporting research results, including conflicts of interest in conducting industry-supported research.

Finally, demographics heightened policymaker concerns. The arrival of the "baby boom echo" generation of college students increased enrollment pressures, especially in the east and west. Policymakers projected a further 80 percent increase in high school graduates in Nevada, 50 percent increases in populous California and Florida, more than 20 percent increases in 16 states, and at least 10 percent gains in 15 more.[14] These projections, if they translated into college enrollments, meant high incremental expansion costs, absent drastic efficiency measures, since many high-growth states were at or near enrollment capacity.

Not everyone bought into every criticism. But many taxpaying citizens and firms concerned about efficiency, effectiveness, demographics, and politics noted a disjuncture between these values and apparent academic priorities. Their proposed remedy: closer public monitoring of institutions, even at the price of reduced academic autonomy from government.

HIGHER EDUCATION ACCOUNTABILITY: HISTORICAL EXPERIENCE

Providing academic accountability is difficult, especially in a democracy with high aspirations for higher education, strong populist tendencies, and constrained public resources. Balancing accountability with academic autonomy—a key desideratum—requires attention to changing circumstances and expectations. Maintaining balance may mean periodically redefined terms, rewritten contracts, and reworked institutional arrangements. To appreciate present conditions, we must examine the American experience with public governance of higher education.

Colleges and universities are creatures of the state that chartered them and, for public institutions, of the taxpayers. Colleges received provincial or state charters and, episodically, funds for endowments and buildings. Many colleges routinely placed legislative appointees on their boards, though before the Civil War elected officials were less likely to call religiously oriented colleges to account than were churchmen, concerned about doctrinal rectitude or student behavior.[15] Conditions changed after 1819 when New Hampshire sought to enforce substantial changes at Dartmouth College. Dartmouth's trustees resisted; a U.S. Supreme Court decision affirmed the college's autonomy from the state under its state charter. After *Dartmouth*, schools like Dartmouth, Harvard, and the College of New Jersey (Princeton), though chartered and originally supported by the state, evolved toward "private" status.[16] The states created "public" colleges and universities, subject to clear state controls, particularly after the 1862 Morrill Act granted land to the states for expanding higher education opportunities.

Most states were not deeply involved in academic affairs at the outset. State officials let academics decide what to teach and study, who was qualified to teach and to enroll, how many courses to require for a degree, and how to organize the academic enterprise. States did not give institutions all the money they sought. But the shortfalls constrained their rate of growth; they were not excuses for state inroads into such internal academic decisions as reducing or eliminating individual programs or mandating heavier faculty teaching assignments to reduce costs.[17]

Why did legislators and governors leave internal affairs so much to the colleges and universities? Political leaders were often in awe of highly educated men, proud of their creations, and anxious to see academic greatness—at least as much greatness as possessed by colleges in neighboring states. Seeing colleges and universities as engines of economic and social development, most officials eschewed sustained oversight or regulation, a role for which state governments had little capacity anyway. Limited interventions in academic affairs might include aiding admission of a well-connected student or pushing creation of a new law or medical school.

Some leaders understood the dangers of political interference: Academic freedom does not exist securely, absent institutional autonomy from government. States expected land-grant colleges to serve public needs in agriculture and "practical arts" as called for by the Morrill Act. But beyond this broad mission, universities needed latitude to be first-rate intellectually and to be a "marketplace of ideas." European influences, particularly from the emerging German research-oriented universities, strengthened domestic notions of academic freedom and institutional autonomy.[18] Some states recognized university autonomy in their constitutions—a move, some historians suggest, that contributed to the distinction of the University of California and the University of Michigan.[19] Constitutional autonomy set an important standard, though many other public institutions endured more detailed direction.

ROLE OF TRUSTEES

State leaders also kept distant from their academic creations out of respect for their lay boards of trustees. Appointing leading non-academics to govern academic institutions—a practice at variance with European faculty guild-like governance traditions—dates to the colonial era. Before recognition of the public-private distinction, legislators and legislative appointees sat with churchmen on many American college boards; often these citizens had initially formed the college and sought its charter from the colony or state.[20] After *Dartmouth*, private boards included few legislative

appointees. Public boards might include gubernatorial and legislative appointees, or might be elected by the state citizenry.[21] Thus direct or indirect elections helped to ensure academic accountability to lay judgment and the public will. By virtue of their state charters and their tendency to appoint "responsible" leading citizens to their boards and administrative offices, private colleges, too, maintained some public accountability. Board appointments and governance arrangements at private colleges were often models for the public academic sector.[22]

Lay governing boards often provided benevolent, nonintrusive oversight, offered political and fundraising support, looked after the "business" side of the institutions (often an area of member expertise), and hired and supervised presidents. Academic boards delegated authority to the president, the school's chief academic officer and the faculty liaison, just as corporate boards of directors gave considerable discretion to their chief executives. Academic boards were more removed from the administration than many corporate boards; conversely, college presidents were less likely to influence board appointments, and senior academic administrators did not normally sit on lay boards.

This pattern changed in recent years.[23] Boards—criticized for pliancy and for unwillingness to ask difficult questions—focused on the intersection of academic and fiscal policy. Are proposed and existing programs necessary? Should tenure be rethought to ensure "flexibility" in an era of limited funds and rapid change? Increased board interest in efficiency and performance indicators was not surprising, since many trustees come from businesses that used these concepts.[24]

Beyond this "natural" evolution, some governors appointed ideological allies to boards who pushed for drastic internal restructuring, cost-cutting, and simplistic quantification of outcomes.[25] Aggressive demands for more "efficient" academic management by politicized trustees may threaten academic freedom, and may circumscribe the role of the faculty in traditional forms of academic organization, personnel and curriculum decision-making, and resource allocation.[26]

Most states have not experienced this scenario, but lay boards are less deferential to academe and are less robust defenders of academic autonomy than in the past. Some trustees wish to transfer their business experience to academic governance; others may feel, or be pressed to feel, loyalty to the political and ideological agendas of the elected officials who appointed them. Yet others see education as "too important to be left to educators," whom they sometimes characterize as self-serving, complacent, and unresponsive to current realities.

STATE HIGHER EDUCATION BOARDS

After World War II, public spending grew along with the increased demand for higher education. State leaders responded by forming statewide citizen higher education boards to rationalize poorly controlled postsecondary expansion occurring under loose legislative supervision.[27] Policymakers devised two major forms of state-level governance:

- *coordinating* boards, for instance, in California, Missouri, and Tennessee, that mesh the work of separate institutions, usually including independents, or of multi-campus systems. These boards have few formal powers beyond data compilation, planning and analysis, and persuasion; and
- *governing or consolidated* boards with line management authority over all public institutions—a "super" board of trustees, as in North Carolina and Wisconsin.[28]

The governor usually appoints state board members; these appointees are not affiliated with the institutions they govern. An influential citizen usually chairs the board. As with campus boards, citizens seeking state board appointments are likely to have an interest in, and knowledge of, the enterprise—board members are more often supporters than critics of higher education. A usually influential staff serves the board. Its senior members normally possess advanced degrees and academic experience. Staff influence, filtered through the citizen board, tends to impart more rational planning, analysis, and continuity to state higher education policymaking than would direct legislative supervision, while providing expert perspectives independent of institutional administrations. A professional staff is also less prone to troublesome micro-

management that could threaten managerial efficiency and academic freedom.

Board effectiveness and efficiency varies in coordinating and rationalizing campus work and in providing accountability. But most boards buffer colleges from the unfiltered scrutiny—and the potential for politically or ideologically motivated interference—of the legislature, governor, and state budget officials. Boards and their staffs safeguard autonomy and help to ensure accountability to the legislature and citizenry.

Long seen as institution-dominated—some originated as coordinating bodies of institutional representatives—these boards bear heavy responsibilities, broker conflicting institutional and state expectations, and possess limited resources save for their analytical capacities and persuasive abilities. A determined governor or a legislative majority has the power, rarely used until recently, to turn a board by the power of appointment, control over its budget, or by threatening its existence. Of late, state boards have been more willing to enforce business like accountability standards on institutions. Still, academics are likely to have more influence where the state board enforces accountability than in states where elected officials dominate policymaking more directly.[29]

To sum up: States historically established several buffers to filter the agendas of elected officials. State tendencies toward intervention in higher education policy have of late replaced reticence, along with the growing economic and social importance of higher education, increasing state government capacity for data collection and analysis, and decreasing deference to, or trust in, the learned souls of the academy. This shift in attitudes, gradual at first, picked up steam in the 1960s and again in the last decade, as data processing capabilities permitted states to devise measures of efficiency and quality of performance. Pervasive public concerns and possession of trump cards by state leaders weakened the traditional structural protections for academic autonomy.

Policymakers today readily advance proposals to ensure efficiency and accountability from public higher education for its spending and its outcomes. To retain autonomy, the academic community must propose sensible, balanced indicators of efficiency, quality, responsiveness, and accountability. A new balance between academic autonomy and accountability must recognize the realignment of political forces and priorities, if the academy is to control its destiny at all. Older values are still relevant; what's needed is new thinking about how to make them work.

RECENT ACCOUNTABILITY INITIATIVES

The states traditionally depended on the good judgment of citizen trustees and higher education boards to monitor institutional actions in the public interest. States long linked dollars to aggregates, such as enrollments, ratios of faculty to students, and price indices for "inputs," including staff salaries and library materials. More recently, accountability often took the form of "report cards" that provided information about institutional operations and results.[30]

But policymakers became convinced that reporting alone did not often enough improve performance on the reported indicators. Accountability now means a focus on both "objective" information and explicit financial incentives to complement the judgment of citizen oversight bodies. In the 1990s, many states began to link part of higher education budget allocations to performance on accountability measures; the practice is called *incentive* or *performance funding*.[31] Governors, the executive budget office, and the legislature could then use performance budgeting to influence institutional priorities and behavior by specifying narrow accountability measures with fiscal consequences.

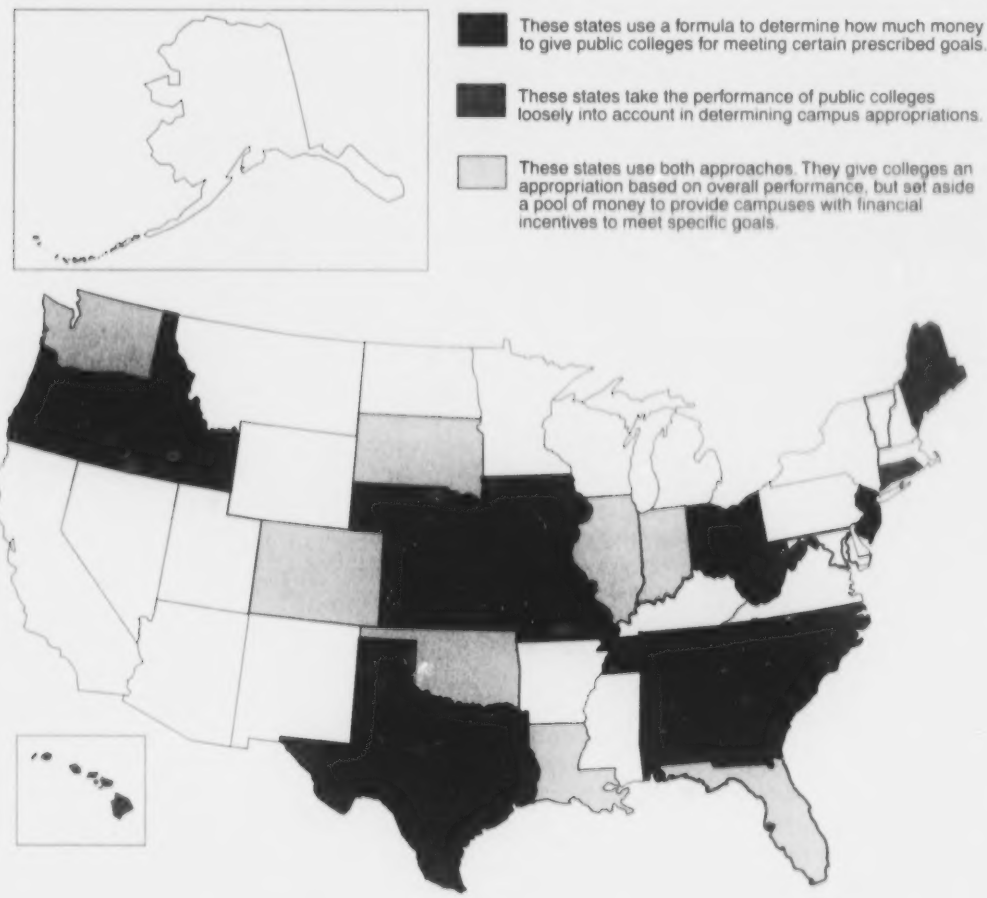
According to a 1997 survey, 37 states reported use of performance-based measures in higher education policymaking; 23 reported their use in the budgetary process.[32] Of the 23, eight states reported the use of "performance funding"—directly linking an institution's "score" on performance measures to part of its allocation. Legislation mandated the use of performance measures in 23 of the 37 states, and in 16 of the 23 states using these measures in budgeting. A mid-1998 survey, using slightly different definitions, found that 26 states used performance indicators in the state budgeting process; 13 used performance funding.[33] Respondents in 12 of the 13 performance funding states predicted continued use of this budgeting approach; respondents in 12 more states reported the likely, or highly likely,

adoption of performance funding within the next five years (Figure 1).[34] Thus, performance funding may well be the leading edge of the accountability movement.

Most states using performance funding tie only a small proportion of the higher education allocation to performance measures.[35] The proportion ranges from less than 1 percent in many states to about 4 percent in Tennessee and perhaps a bit more in South Carolina. Survey respondents also believe this proportion will increase.[36] But these percentages are misleading, since small aggregates represent a much larger fraction of the *incremental* annual funding provided to colleges and universities. Academics should pay attention, given current pressures on budgets, to another straw in the wind: In 1996, South Carolina legislators mandated that 37 performance measures drive the *entire* state allocation to higher education. Other states are watching this experiment.[37]

FIGURE 1

PERFORMANCE-BASED FINANCING IN THE STATES


These states use a formula to determine how much money to give public colleges for meeting certain prescribed goals.
These states take the performance of public colleges loosely into account in determining campus appropriations.
These states use both approaches. They give colleges an appropriation based on overall performance, but set aside a pool of money to provide campuses with financial incentives to meet specific goals.

SOURCE: Chronicle of Higher Education, *July 24, 1998, A26. Data are from the Public Higher Education Program of the Rockefeller Institutute of Government, State University of New York.*

ACCOUNTABILITY MEASURES

We possess a useful taxonomy of measures of accountability used in states employing performance funding.[38] The taxonomy distinguishes *input*, *process*, *output*, and *outcome* measures.[39] The accountability movement, the creators of the taxonomy note, calls for allocating resources by the results or *outcomes* of activities or programs, ideally in relation to explicit goals. Key outputs include the amount of material learned by students and graduation and employment rates. Accountability advocates are less concerned with inputs—the number of students enrolled or books in the library, for example—only 13 percent of the indicators used in performance funding states, the 1998 survey found, were based on inputs. Only 18 percent were outcome measures.[40] Another 21 percent were *output* indicators—including numbers of graduates, sponsored research funds secured, and publication counts—measures of activities thought to be related to desirable outcomes.[41]

The largest share (42 percent) of the indicators used to drive state funding in the eight initial performance funding states were *process* indicators. Process measures indicate *how* an organization allocates resources, not how much is produced (output) or the social value of the output (outcomes). Many process measures are old standbys in higher education budgeting, such as faculty teaching loads, class size—average class size, proportion of large classes, and proportion of full-time faculty teaching undergraduates—and institutional collaborations. Newer process indicators include the proportion of courses or faculty using new technologies, and assessments of student learning beyond the classroom—by standardized tests, for example. Within the context of the accountability and quality improvement logic, some process indicators are seen as provisional proxies for hard-to-measure outcomes.[42] But other process measures are indicators of the use of "best practices," as defined by state-level policymakers, and become ends in themselves. Most process indicators found in the surveys are efficiency-oriented, and defined narrowly—teaching load, class size, and program "duplication," for example—though some indicators reflect bureaucratic notions of quality improvement.[43]

The focus on process and output measures—63 percent of all identified measures—the surveyors speculate, reflects state demands for measurable, understandable indicators for budget decision-making. This emphasis also reflects business and government thinking on quality and "best practices" where outcomes are difficult to measure. Yet, these obviously limited measures will not improve outcomes across the range of academic activities, including graduate education and research, intellectual innovation, independent social criticism, and excellence in artistic endeavors.

All of Burke's eight performance funding states included rates of undergraduate retention or graduation; four states each used professional licensure test scores or pass rates, community college to baccalaureate sector transfers, use of technology or distance learning in teaching, and faculty teaching load measures. Three states each used 12 indicators: (excess) credits at graduation or time-to-degree; faculty-staff diversity; economically feasible college choices for a typical student; job placements after graduation; preparation levels of entering students; noninstructional costs as a share of all costs; program duplication across campuses; alumni or employer satisfaction survey results; sponsored research funds obtained; institutional involvement in teacher education; student learning measures (test scores); and workforce training and development indicators.[44] This list indicates how fiscal incentives hold public colleges and universities to accountability standards.

SOURCE OF INITIATIVE AND SIGNIFICANCE

The 1997 Burke survey distinguished between states where the legislature initiated performance funding and states where the higher education agency was the prime mover.[45] Among states with a legislative mandate for performance funding, Burke further distinguishes between those where the legislature also prescribed all or most specific measures and those where these were largely left to the state board to negotiate with the institutions. This categorization correlates with the focus of the resulting indicator set on external accountability instead of on internal notions of improvement (the more state prescription, the more the focus on external accountability). The

categorization also correlates with the extent to which institutions were involved in the design of specific indicators (the more state prescription, the less institutional involvement). External concerns dominated the measures chosen. Of course, the external stakeholders might claim that they too are concerned with institutional improvement, but their ideas are likely to differ from those on the campus, and they are unable to participate directly in or learn from implementation efforts. The predominance of external visions indicates concretely the effect of reduced institutional autonomy.

Burke also classifies the performance indicators according to their focus on four values: *efficiency, quality, equity,* and *choice.* Efficiency was the dominant value where a state mandate prevailed; quality dominated in two of the three states lacking such a mandate. Overall, efficiency-oriented indicators dominated in the eight states, but quality indicators were second, and several indicators reflected both values.[46] Equity or choice indicators were relatively rare. Only in Tennessee and Missouri, with non-state-mandated performance indicators, was the traditional academic "model of excellence," based on resources available and the scholarly standing of the faculty, prominent.[47] Other "models of excellence" prevailed in legislative mandate states, emphasizing returns on the state's investment in terms of explicit state goals met, and/or emphasizing student and other clients' satisfaction.[48] If the researchers' taxonomies and interpretations are accurate and generalizable, these findings seem to reinforce the unsurprising suggestion that academics can have more influence over this wave of change by moving out in front of it than by ignoring it. They also suggest that the lack of congruence between academic values and those of state policymakers is substantial.

IMPLEMENTATION CONSIDERATIONS

Survey evidence and research point to predictable difficulties in implementing performance funding regimes.[49] Comparing inter-institutional performance heightened conflict in some states. A few states have moved from divisive intra-state, inter-institutional comparisons towards measuring improvements in the performance of each institution over time or towards pre-established goals—sometimes supplemented by peer comparisons with other states.

Other states had difficulty balancing the desire of state officials for uniform or similar measures across institutions with the diversity of institutional missions, aspirations, and circumstances. Measures reward outputs or outcomes—standardized test results or graduation rates, for example—without considering inputs differences, such as student preparation for college. Making appropriate adjustments, state policymakers found, was difficult and controversial.

Performance funding may distort incentives to institutions offering graduate education, research, or public service, since most indicators focus on undergraduate education—the priority of elected officials. Policymakers value these missions substantially less than academics, or assume academics will not under-emphasize them.

Finally, choosing indicators, success thresholds, and weights for allocating state dollars is difficult and controversial, given the high stakes and the conflicting goals and priorities of stakeholders. Most state scoring systems are relatively subjective, since policymakers cannot justify or get agreement on rigid formulas. But subjectivity brings on criticism when annual weighty judgments are rendered.

Given higher education's still considerable political clout in most states, these implementation difficulties may undermine performance funding if reallocations gore enough influential oxen and if the commitment of new state leadership wanes.[50] The robust economy may also reduce pressures for accountability that were driven by resource scarcity. But the tide will not soon turn dramatically; academe must aim to rebalance the principles of academic autonomy and democratic accountability.

BALANCING AUTONOMY AND ACCOUNTABILITY

Realists must reconcile the voices of autonomy with accountability: neither business-based perspectives nor uncompromising autonomists should dominate the discourse. Any reconciliation must begin with a bedrock principle: protecting academic freedom—in the classroom, in research, and in scholarly writings.[51] Absent academic freedom, colleges cannot sustain intellectual diversity and vital-

ity or respond to changing social needs. To safeguard academic freedom, colleges and universities must remain free of direct political control and from intrusive micro-management.

Next, highly centralized management, say current theories, is ineffective and inefficient in rapidly changing environments, especially in the "knowledge industries," including higher education. Workers closest to the market and production processes, these theories add, are likely to have the best information and ideas about designing and implementing innovations.[52] Budgets and performance indicators can guide the efforts of these workers. But the indicators should measure total spending and its outcomes, instead of counting the amount used of each input or how "producer" departments deploy resources. Process measures of resources utilization that dominate the accountability scene—faculty class hours, simple counts of uses of new technology, or cooperative ventures with other institutions—are used as proxies for harder-to-measure outcomes. Reifying "best practices" by measuring expenditures or processes may not only be off the mark, but may stultify innovation. Save for truly poor performance, policymakers best guarantee improvement by measuring and providing incentives for attaining outcomes and by limiting total costs, not by monitoring imperfect proxies prone to obsolescence.

Third, we cannot quantify all the work of our colleges and universities; allocating resources strictly by the measurable components of this work could result in serious goal displacement. Rewarding reduced time to degrees and lowered dropout rates, for example, may push colleges to relax standards and to take fewer risks in admitting students. Rewarding test results at graduation may lead professors to emphasize testable elements of the curriculum, not to prepare students for life.

Fourth, using performance measures to determine allocations may result in budget instability, even when policymakers use multiple measures. Graduation rate gains and graduate career success, for example, will vary in a cyclical, uncontrollable labor market, despite the best efforts of a college. The resulting instability may undermine planning and support needed for sustained improvement. Performance indicator schemes should, instead, provide sufficient resources to encourage improvements on agreed outcomes, but not so much as to distort institutional priorities and disrupt organizational stability.

Fifth, academic values may still influence the political debate. Academic reputation still drives quality rankings, and many elected officials want to take credit for high scores and for the funds and the economic development spin-offs that often accompany university research. Most important, citizens and their children "vote with their feet" by applying to the most highly regarded colleges and universities, measured largely by traditional definitions of quality. These citizens will not accept an emphasis on cost controls and truncated time-to-degree. States that heavily push efficiency could feel a backlash if accountability threatens traditional dimensions of quality.

Sixth, policymakers and academics should strengthen the quality of appointments to and decisions made by institutional and state boards. Lay boards provide *democratic accountability*; they reflect the views and perspectives of citizens and of the elected officials who appoint them. But boards are more knowledgeable, more stable, and less-politicized than elected bodies. Legislatures traditionally recognized board expertise by deference; they should now leave the details of closely-calibrated accountability schemes to state boards and their expert staffs.

Most important: Developing a balanced accountability regime requires *trust* among faculty, administrators, state boards, elected policymakers, state budget officials, the media, and the public. Gaining and keeping trust is not easy when legislators and the public suspect academics and their values. The public wants its colleges and universities to teach students, especially state-resident undergraduates, well and efficiently. Employers want dependably trained, broadly knowledgeable graduates. Citizens, employers, and their elected representatives question practices that deemphasize teaching and undergraduates, avoid independent assessment of student learning, and pay little attention to costs to students and taxpayers.

To win back trust—the key to maintaining autonomy—academics must convince state leaders and the public that they will respond to their concerns, even perhaps by accepting some legislatively requested performance indicators that are poorly connected to desired outcomes. This acceptance may perform a salu-

tary symbolic function if few dollars are attached, or if comprehensive, outcome-oriented measures of higher education's multiple missions counterbalance the faulty indicators.

Analysis—ideally jointly undertaken by institutions and state board staff—may improve problematic process indicators. Here are some examples:

- Washington state officials substituted a measure of "excess" credits at the time of graduation for a proposed undergraduate average time-to-degree measure.[53] This substitution avoided penalizing the institution for lengthened time taken by students with jobs or with financial difficulties, while encouraging careful advising and timely scheduling of courses needed for graduation.
- Washington institutions persuaded state officials to measure student credits generated per faculty full-time-equivalent instead of faculty teaching loads. This measure, while not without drawbacks, permitted different disciplines or innovative departments to employ variant approaches to teaching and learning.
- Some states adjusted the widely used graduation rate and less often used student learning measures for the characteristics of entering students. Unadjusted measures disadvantaged colleges with less well-prepared students and encouraged performance improvement by narrowing admission criteria.

All accountability debate participants should welcome the current interest in assessing student learning. This interest may enhance mutual trust, if assessments are not overly weighted to the immediately measurable and if they account for the limitations and biases of standardized tests. Indicators of alumni and employer satisfaction and of post-degree educational and employment success can help, if they avoid short-range assessments, and do not unduly influence resource allocations. Colleges can also document unappreciated benefits of their other missions: research and public service, for example. Finally, the performance indicator movement could bolster the case for diversity efforts—an area of notable silence in most states with accountability regimes—if institutions show that a more diverse student body and faculty cadre produces educational and attitude-changing effects.[54]

CONCLUSION

This chapter analyzed the movement to hold higher education to rigorous, state-devised accountability standards that are increasingly tied to budget allocations. Pervasive, persistent, and society-wide forces drive accountability concerns. Higher education cannot expect exemption, especially when it has a damaged public image and when traditional buffers from direct state influence—the institutional and state governing boards, public and legislator deference, and good will—are weakening. Public colleges and universities can sustain their treasured autonomy—essential to realizing core values, such as academic freedom, responsiveness to changing societal needs, and high quality in knowledge generation and transmission—only if they meet public expectations for accountability. An acceptable balance may result from a reasoned dialogue between higher education officials and their state sponsors *if* the parties focus on results rather than on processes; *if* they keep key process decisions in the hands of those best situated to make them; *if* policymakers do not link very large resources to measurable results; *if* the parties balance measured and rewarded outcomes across higher education's societal missions; and, most important, *if* academic freedom is secured. Strong independent citizen governance bodies are essential to successful dialogue.

Higher education has served this nation well. Colleges and universities can be of even greater service if the parties accept the principles of autonomy and social responsibility—*democratic accountability*—that only together can preserve high quality in the academic enterprise.

NOTES

[1] Zumeta, 1999.

[2] The federal government has also taken an increased interest in accountability. It has substantially increased its scrutiny of: faculty hiring practices; allocation of expenses to federal grants; probity in reporting research results and in the use of human subjects in research; crimes committed on

campus; and the making and collection of federal student loans and associated recruitment of students. Coverage of sponsor agencies under the Government Performance and Results Act (GPRA) could eventually subject colleges and universities to federal price (tuition) controls.

[3] Osborne and Gaebler's *Reinventing Government*,1992, applied business ideas to government, including ways of improving quality and results while reducing costs via *restructuring* or *reengineering* operations. Their arguments daunted and bewildered many administrators who believed that higher quality inevitably implied *higher* costs. MacTaggart and associates, 1998, covers similar ground for higher education.

[4] Marshall and Tucker, 1992; Judy and D'Amico, 1997.

[5] In the early 1990s, Medicaid, an "individual entitlement" program to which states must contribute for each eligible enrollee, surpassed higher education as the second-largest general fund function. Legislatures, often under pressure of judicial mandates, must fund "K-12" education and corrections caseloads in some fashion. Until 1996, the federal government required states to help support needy individuals covered by Aid to Families with Dependent Children (AFDC), the largest welfare program.

[6] Zumeta, 1998. More drastic budget cuts may occur during the next recession, since demands from other state functions—especially public assistance—will grow. Welfare is no longer an individual entitlement—changing the terms of federal-state cost-sharing also ended the federal mandate that states assist their citizens more in an economic downturn. But states, now solely responsible for the needs of their citizens, will squeeze funding from higher education to pay for basic necessities.

[7] In 1994 dollars, the average price of four years of tuition, fees, room and board at a public college or university in the U.S. more than doubled (+134 percent) from 1975 to 1994 (Institute for Research on Higher Education, 1997). Median incomes hardly grew, after adjusting for inflation. Prices grew at an even faster rate at the privates. Costs have since moderated, but price increases still substantially exceed inflation and growth in family incomes (College Board, 1998, 5).

[8] The public wants more "effective use of facilities," use of new technologies, utilization of private colleges and universities to meet access demands, and emphasis on student, not institutional, support, according to a survey of Californians (Immerwahr, 1997, v). In another poll, Washingtonians called for reducing administrators and "increasing the number of classes each professor teaches" rather than limiting enrollments (MGT and Elway, 1995, iii).

[9] Bennett, 1987.

[10] Owen, 1998.

[11] Conklin and Trombley, 1998.

[12] See Hofstadter, 1963.

[13] For ideological and managerial critiques, see Anderson, 1992; Bennett, 1987; Bloom, 1987; D'Souza, 1991; Huber, 1992; Smith, 1990; and Zemsky and Massey, 1990.

[14] Western Interstate Commission on Higher Education and The College Board, 1998.

[15] Trow, 1993.

[16] Several states still support "independent" colleges and universities in the eastern U.S. (Zumeta, 1996). Independent sector students are eligible for student aid grants, available in most states (De Salvatore and Hughes, 1999). These provisions subject most independent colleges and universities to public concerns for accountability.

[17] For exceptions, see Rudolph, 1962; Glenny and Dalglish, 1973; Glenny, 1976.

[18] On this period, see especially Veysey, 1965.

[19] Glenny and Dalglish, 1973.

[20] Trow, 1993.

[21] Glenny and Dalglish, 1973.

[22] Clark, 1987; Kerr, 1991.

[23] See the recent report on new roles for college and university boards of trustees, published by the Association of Governing Boards (Association of Governing Boards, 1998).

[24] See reports on recent events in New York (Healy and Hebel, 1999; Hebel, 1999a), California (Selingo, 1999), Florida (Lively, 1999), and Virginia (Hebel, 1999b).

[25] Healy, 1997; Magner, 1999; and Healy and Hebel, 1999.

[26] Stimpson, 1998; Miller, 1998; Richardson, 1999; Healy and Schmidt, 1998.

[27] Legislators, supported by local boosters, often pushed for new campuses in their districts, without a statewide analysis of need or optimal location (Glenny, 1959; Stadtman, 1970; Berdahl, 1971). The 1972 amendments to the Higher Education Act encouraged the development of statewide planning and policymaking boards.

[28] Individual campuses may also have their own boards. Some states have separate governing boards for two-year and four-year institutions. For a description and appraisal of state structures, see McGuinness, 1997.

[29] The next section provides evidence that supports this proposition.

[30] See Ruppert, 1994.

[31] *Performance budgeting* also uses these types of indicators, but the link to dollar allocations is judgmental and includes nonmeasured elements (Burke and Serban, 1998a).

[32] Christal, 1998.

[33] Burke and Serban, 1998a. Both figures were up from the same 1997 survey. In 1997, 16 states used performance budgeting; ten used performance funding. The authors revised results for 1997 reported earlier.

[34] The diffusion of performance funding approaches continued during 1999 legislative sessions (Schmidt, 1999c). A new survey showed the number of states utilizing performance funding had grown to 16 by mid-1999 (Burke and Modarresi, 1999).

[35] Schmidt, 1999c.

[36] Serban, 1997, 13. The proportion of the higher education budget involved grew modestly, though not without interruption, in the two states with the longest histories: Tennessee and Missouri (Lambert, 1997, updated by the author in spring 1999).

[37] Trombley, 1998; Schmidt, 1999b. Both sources question whether South Carolina will implement this mandate fully.

[38] Burke, 1997a and b; Burke and Serban, 1997; 1998a and b; Serban, 1997. These publications are based on 1996 and 1997 studies of the eight states employing performance funding when the authors began their research. Burke continues the project at SUNY-Albany. Alabama and Kentucky, two of these eight states, discontinued performance funding, though Alabama re-enacted a new version in 1999 (Schmidt, 1999c). On the birth and death—or at least dormancy—of performance funding in Washington, see Zumeta (forthcoming).

[39] Burke, 1997a, 35-36.

[40] Outcome measures include graduate job placements (used mostly for two-year institutions); pass rates or scores on professional licensure tests; faculty-staff diversity measures (rarely used); results of student, alumni, or employer satisfaction surveys; standardized tests of student learning (much talked about, but used in only two states); and graduate or professional school continuation rates for baccalaureate degree-earners (Burke, 1997a, 48-49). Some especially crude outcome measures: standardized test scores to proxy for student learning gains from general education, and first job placements to proxy for higher education's value in careers.

[41] The links may be tenuous, absent verification. These output counts resemble traditional measures, but their use to drive state funding is new. Whether the graduates are *well* prepared for careers or other aspects of life, and whether the research funds produce *significant* results are *outcome*, not output, questions.

[42] For example: employing increased faculty utilization of new technology in classes (a process measure) as a proxy for improved educational results (an outcome measure).

[43] For example, whether student learning is independently assessed or tenured faculty performance is periodically reviewed.

[44] Burke, 1997a. Christal's survey provides a similar list for all 37 states using performance measures for any purpose. Christal and Burke have similar lists of the most common measures: graduation rates, transfer rates, faculty workload and productivity measures, employer and alumni satisfaction survey results, sponsored research funds secured, and pass rates on licensure exams. Some states also used measures of remediation activities and effectiveness, degrees awarded, graduate placements, admission standards, total student credit hours amassed, and number of accredited programs (Christal, 1998, 5).

[45] Institutions were never the initiator.

[46] Burke, 1997a, 39-41.

[47] Burke's terms: the *Resources and Reputation* model.

[48] Burke's respective terms: the *Strategic Investment or Cost-Benefit* model and the *Customer/Client-Centered* model. *Ibid.*, 41-43.

[49] On these points, see Serban, 1997; and Lambert, 1997.

[50] For indications of such developments, see Schmidt, 1999a and b.

[51] See Hofstadter and Metzger, 1955; American Association of University Professors, 1986; O'Neil, 1997.

[52] See Drucker, 1985; Marshall and Tucker, 1992. The "new public management" paradigm includes many similar tenets. See the symposia in the *Journal of Policy Analysis and Management* 16, no. 3 (1997); and in *Public Administration Review* 58, no. 3 (May/June 1998). On applications in higher education, see MacTaggart and associates, 1998.

[53] This "Graduation Efficiency Index" (GEI) relates the number of credits accumulated to the number required for the degree (Gillmore and Hoffman, 1997). The target average can be calibrated to allow students to take a "reasonable" number of credits beyond the minimum required for the degree.

[54] For evidence of such effects, see Bowen and Bok, 1998.

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Benefits and Retirement: Challenges for the New Century

by Jay L. Chronister

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This year, the *Almanac's* chapter on benefits and retirement addresses seven topics:

- changes in the composition of the staff of postsecondary institutions that may affect benefit costs.
- the post-mandatory retirement era.
- federal legislation that increases incentive retirement option plans.
- costs of benefits.
- Medicare+Choice and HMOs.
- long-term care.
- benefits for domestic partners.

CHANGES IN STAFF COMPOSITION: 1991-1995

Two decades of significant changes in the composition of the academic staff—especially growth in part-time and non tenure track faculty—made it easy to overlook changes in the non-faculty workforce.[1] The 41 percent growth in this group—from 1.1 million to 1.5 million—between 1976 and 1995 affected the compensation budgets of colleges and universities.[2] This section examines changes in the size of key staff classifications.

Executive/Administrative

Between 1976 and 1995, the executive/administrative workforce increased by 46 percent, from 101,263 to 147,445 (full-time=45 percent; part-time=52 percent) (Table 1). The *number* of women in full-time executive/administrative positions grew by 147 percent—reflecting an increase from 26 percent to nearly 44 percent in the *proportion* of these positions held by women. In contrast, the number of men in these positions increased by only 10 percent.

Other Professional Staff[3]

The 152 percent increase in "other professional staff"—from 178,560 to 449,807—was the most significant percentage growth in any category between 1976 and 1995 (Table 1). The proportion of women and men increased by 201 percent and 99 percent, respectively.[4] Full-time personnel grew by 150 percent; part-timers, by 166 percent.

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TABLE 1

FACULTY AND STAFF* IN HIGHER EDUCATION INSTITUTIONS, 1976 AND 1995, AND PERCENT CHANGE BY PRIMARY OCCUPATION CLASSIFICATION AND EMPLOYMENT STATUS

Occupation and Employment Status	1976	1995	Percent Change 1976-1995
Executive-Administrative	101,263	147,445	46%
Full-time	97,003	140,990	45
Part-time	4,260	6,445	52
Other Professional	178,560	449,807	152
Full-time	150,319	374,698	150
Part-time	28,241	75,109	166
Faculty	633,210	931,706	47
Full-time	434,071	550,822	27
Part-time	199,139	380,884	91
Other Staff	790,671	917,208	16
Full-time	630,511	734,861	17
Part-time	160,160	182,347	14
Total	1,703,704	2,446,166	44
Full-time	1,311,904	1,801,371	37
Part-time	391,800	644,785	64

SOURCE: Derived from data in U.S. Department of Education, National Center for Education Statistics, Fall Staff in Postsecondary Institutions, 1995, NCES 98-228, by Stephen Roey and Rebecca Rak. Project Officers, Rosa Fernandez and Sam Barbett (Washington, D.C.: 1998) 1-7.

** Figures do not include instructional and research assistants.*

Faculty

The number of faculty members increased by 47 percent between 1976 and 1995 (27 percent, full-time; 91 percent, part-time) (Table 1). Women faculty showed far greater proportionate growth—114 percent vs. 22 percent. Part-time positions showed greater increases: women=172 percent vs. 78 percent, full-time; men=52 percent, part-time, 10 percent, full-time.[5]

Other Staff[6]

The "other staff" category showed the lowest growth rate, 16 percent overall (790,671 to 917,208); 17 and 14 percent in full-time and part-time staff, respectively. "Outsourcing" services such as dining/food, housing, and maintenance, and the substitution of technology for clerical staff explains this low growth. Between 1987 and 1995, clerical and technical positions increased by only 1 percent; the number of service maintenance personnel declined by 5 percent.

The Changing Academic Labor Force

Growth in executive, administrative, and other professional positions came at the expense of faculty and other staff between 1976 and 1995 (Table 2). The proportion of other professional staff grew from 11.4 percent to 20.8 percent; "other staff" and faculty declined from 48.1 percent and 33.1 percent in 1976 to 40.8 percent and 30.6 percent, respectively, in 1995.

What explains this change in the distribution of the academic workforce? The infusion of technology required professional personnel, other than faculty, to develop and service its technical and programmatic aspects. So did reporting requirements imposed by external agencies, responses to student requests for new or expanded services, and the expansion or addition of noninstructional functions.

What are the financial implications of these differential growth rates? Compensation costs increased, since colleges and universities

TABLE 2

PERCENT DISTRIBUTION OF FULL-TIME FACULTY AND STAFF* IN HIGHER EDUCATION BY OCCUPATIONAL CLASSIFICATION, 1976 AND 1995.

Occupational Classification	Percent 1976	Percent 1995
Executive-administrative	7.4%	7.8%
Other professional	11.4	20.8
Faculty	33.1	30.6
Other staff	48.1	40.8
Total	100.0	100.0

SOURCE: Derived from U.S. Department of Education, National Center for Education Statistics, Fall Staff in Postsecondary Education Institutions, 1995, NCES 98-228, by Stephen Roey and Rebecca Rak. Project Officers, Rosa Fernandez and Sam Barbett (Washington, D.C.: 1998) 1-7.

** Does not include instructional and research assistants.*

employed significantly more high-cost professionals, but stabilized or reduced the number of employees in less costly positions. Table 3 compares 1995 gross salary costs, utilizing 1995 median salaries and the 1995 employment pattern, to hypothetical salary costs, utilizing the 1976 staffing distribution, but assuming the same growth in full-time faculty and staff between 1976 and 1995. Total salary expenditures, given these hypothetical assumptions, would have been about $1 billion less. Colleges would have also spent less on benefits since pension contributions and taxes on Social Security and Medicare are salary driven.

How else does the changing nature and composition of the higher education labor force affect benefits? "Family friendly" campuses have implemented programs to meet needs of the increasing numbers of women and two career couples on the payroll.[7] These low-cost programs, though not traditionally viewed as benefits, help to provide the supportive work environment needed to recruit and retain needed personnel.

The proportion of part-timers in the higher education workforce is now 26 percent. This category includes 41 percent of all faculty, 16.7 percent of other professional staff, and 20 percent of other staff. Access to pension plans, health insurance, and disability insurance is especially critical to faculty and staff with continuing part-time status or with no other access to benefits.[8]

How will changes in the four occupational classifications affect retirement patterns (Table 1)? Will faculty defer retirement, now that Congress has uncapped the retirement age? Will similar patterns emerge among executive/administrative and other professionals? Faculty members, shows a 1990 survey, tend to retire later than administrative, professional or technical staff, administrative support staff, or maintenance staff.[9] A much smaller proportion of nonfaculty personnel, the survey noted, worked to the mandatory retirement age in effect at the time.[10] Absent more recent studies, institutions should study the effect the uncapping of mandatory retirement on *all* campus personnel.

THE POST-MANDATORY RETIREMENT ERA

The seven-year exemption from the ban on age-based mandatory retirement for tenured faculty ended on January 1, 1994. Individual institutions may be monitoring retirement ages for planning and policy purposes, now that the faculty member decides the age of retirement. But few research or media reports are available to the broader academic community.

TABLE 3

COMPARISON OF GROSS SALARY COSTS FOR FULL-TIME PERSONNEL IN HIGHER EDUCATION, 1976-1995, BASED ON CHANGES IN COMPOSITION OF THE CAMPUS LABOR FORCE [THOUSANDS OF DOLLARS]

Occupational Classification	A. 1995 Full-Time Salaries (a)	B. 1995 Median Salaries (b)	A x B 1995 Gross Costs	C. 1995 Gross Costs at 1976 Staffing Ratios(c)
Executive-administrative	140,990	$52,368	$7,383,364	$6,980,731
Other professional	374,698	34,160	12,799,684	7,014,971
Faculty	550,822	45,840	25,249,680	27,332,274
Other Staff	734,861	23,525(d)	17,287,605	20,383,459
Total	1,801,371	.....	$62,720,333	$61,711,435

(a) See Table 1.

(b) Derived from data in U.S. Department of Education, National Center for Education Statistics, Fall Staff in Postsecondary Institutions, 1995, NCES 98-228, by Stephen Roey and Rebecca Fak. (Washington, D.C., 1998): 1-18.

(c) See Table 2 for 1976 staffing ratios. These ratios are applied to the 1995 total under column A above and multiplied to the median salaries under column B.

(d) This mean salary for Other Staff is derived from median salaries of technical/paraprofessional, clerical/secretarial, skilled crafts, and service/maintenance staff classifications, provided in Table 1-7 in (b) above.

Several studies tried to assess the potential impact of the 1986 amendments to the 1967 Age Discrimination in Employment Act (ADEA) that eliminated mandatory retirement.[11] Only research universities, these studies concluded, might be adversely affected by uncapping. Faculty at most colleges, where substantial teaching loads are the norm and where research funds are scarce, the study found, traditionally retired before age 70. Tenured faculty at a few research universities—with lighter courseloads and greater access to research funds, graduate students, and opportunities for publication—retired later than their colleagues, but usually prior to age 70. Many faculty members at research universities with a mandatory retirement age and a large proportion of faculty retiring at that age, a national study assumed, would continue employment beyond age 70.[12]

Was this assumption accurate? Eliminating mandatory retirement, notes a recent report, substantially affected the pattern of retirement. Since 1994, the rate of retirement among faculty members reaching age 70 decreased from about two-thirds to less than one-third. But increased retirement rates for younger age groups partially counteracted this trend; overall, the fraction of faculty who taught until age 69 declined substantially.[13]

Retirement rates for faculty members reaching age 70 at three research universities, noted one study, declined sharply after 1994—from 77 percent to 13 percent for faculty aged 70, and from 61 percent to 38 percent for faculty aged 69.[14] Uncapping the retirement age, this study showed, significantly increased the proportion of faculty continuing employment beyond age 70.

The type of pension plan, and associated monetary incentives affect the age of retirement.[15] "Controlling for many other factors, including discipline, gender, rank, and age," one study concluded, "faculty with higher salaries have lower retirement rates while those with greater pension wealth have higher retirement rates."[16] Faculty enrolled in defined benefit plans, several studies conclude, are likely to retire earlier than colleagues enrolled in defined contribution plans.[17]

Federal Legislation And Voluntary Incentive Retirement Plans

Concerns about possible effects of delayed retirements on academic program quality has heightened interest in voluntary incentive retirement plans. The proportion of surveyed colleges and universities offering early or phased retirement options to their permanent full-time instructional faculty and staff increased from 40 percent to 80 percent during the past decade.[18] But ADEA's age discrimination requirements seriously constrained the ability of colleges and universities to encourage voluntary retirement at a target age or age range. The structure of many defined *benefit* plans makes continued employment beyond targeted ages less attractive to potential retirees. But institutions with defined *contribution* plans—plans that lacked those characteristics—had to develop incentive plans that did not reduce benefits to retirees working beyond targeted voluntary retirement ages.[19]

The Committee on Mandatory Retirement in Higher Education (1991)[20]—anticipating faculty retirement deferrals beyond age 70—recommended that "Congress, the Internal Revenue Service, and the Equal Employment Opportunity Commission permit colleges and universities to offer faculty voluntary retirement incentive programs that: are not classified as an employee benefit, include an upper age limit for participants, and limit participation on the basis of institutional needs."[21]

Congress included such legislation, after several unsuccessful attempts, in the Higher Education Amendments of 1998.[22] Colleges and universities may offer tenured faculty members voluntary incentive retirement plans that reduce or eliminate benefits based on age as *supplemental benefits*. This "safe harbor" within the requirements of ADEA, as amended is subject to three conditions:

- The institution must not implement any age-based reduction or cessation of benefits other than the supplemental benefits.
- The age-based benefits offered through voluntary retirement, health care, and other welfare plans must "be supplemental to benefits that faculty members generally receive as part of their benefits and compensation package." The benefits must also be in addition to any retirement or severance

benefits available to tenured faculty members, independent of any early retirement or exit-incentive plan, within the preceding 365 days.[23]

- A tenured faculty member who attains the minimum age and satisfies all non-age-based conditions for receiving such a supplemental benefit has an opportunity for at least 180 days to *elect* to retire and receive the same maximum supplemental benefit available to a younger but otherwise similarly situated employee. The faculty member must be able to delay retirement for at least 180 days after making the election.[24]

This third provision allows eligible faculty members who are older than the specified age for the maximum benefit to opt for that benefit once the plan is operational. Tenured faculty members who are older than the target retirement age and who fail to elect to participate during the 180 day eligibility period forfeit the benefit. The legislation is not intended to diminish other rights or obligations, such as collective bargaining obligations, that institutions or tenured faculty may have regarding age-based incentive retirement plans.

This legislation gives colleges and universities considerable latitude. Both the target age for voluntary retirement and the percentage of pay based on the age at which retirement takes place may vary. A college that expects its faculty members to wait until age 70 to begin receiving regular benefits, for example, may offer monthly bridge benefits, payable until age 70, equal to 50 percent of the final monthly salary of each tenured colleague who voluntarily retires between ages 65 and 70.[25] Alternatively, institutions might offer a supplemental lump sum payment for retirement at a targeted voluntary retirement age, with the payment reduced or eliminated if retirement occurs later than the targeted age or range.

Age-based incentive retirement plans give colleges a mechanism to encourage retirement at institutionally desirable ages. But this legislation, though considered necessary by many higher education leaders, does not solve all issues created by an aging faculty, poor faculty personnel planning, inadequate faculty personnel policies, or the uncapping of the mandatory retirement age for tenured faculty. Many independent institutions, notes one assessment, found their early retirement plans were more expensive than anticipated. The incentive plan at one public system, though initially effective, became an expensive "golden handcuff." Faculty who might have retired earlier stayed on until eligible for the incentive.[26] Colleges must develop incentive retirement plans with clear goals, including meeting short term needs without imposing longer term constraints.

COSTS OF BENEFIT PROGRAMS

Between 1990-91 and 1997-98, average benefit costs in higher education increased faster than average salaries, 25.4 percent vs. 23.4 percent, in current dollars.[27] By control, independent colleges and universities reported greater benefit cost and salary increases: independents=29.8 percent and 27.8 percent, respectively, vs. publics=23.8 and 21.8 percent. The respective increases at independent institutions were 27.8 percent and 7.6 percent.[28]

Figures 1 and 2 show changes in average benefit costs for faculty on 9/10 month contracts for independent and public institutions, respectively. Average benefit costs for independent institutions in current dollars increased from $10,683 to $13,981 or $3,298 since 1990-91 ($1,657 adjusted for inflation) (Figure 1). Benefit costs at public institutions increased by $2,532, from $10,135 to $12,567 ($875, adjusted for inflation) (Figure 2).

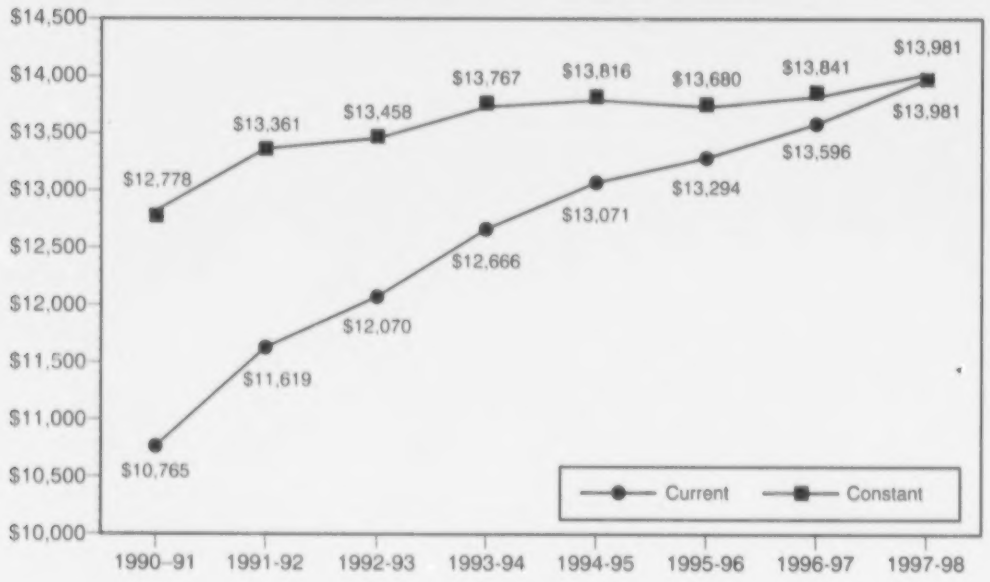
Between 1990-91 and 1997-98, benefit costs in current dollars increased by 30 percent and 24 percent, respectively, at independent and public colleges and universities (Table 4).[29] Benefit costs increased faster than salaries for 9/10 month faculty in both public and independent institutions. Constant dollar increases in benefit costs were greater in the independent sector than the public sector, at all types of institutions except doctorals where the increase was the same.

Growth in benefit costs in constant dollars varied from 1 percent at BA+ institutions to 7 percent at doctorals among public institutions, and from 7 percent at doctorals to 17 percent at AA colleges among independents.

Average benefit costs equaled 25 percent of average salary for faculty on 9/10 month contracts in 1997-98 (Table 5). Benefits as a percent of salary increased by 1 percent over 1996-97 for public AA colleges and by 3 percent at independent AA colleges. Independent doctor-

FIGURE 1

CHANGES IN AVERAGE BENEFIT COSTS FOR FACULTY ON 9/10 MONTH CONTRACTS AT INDEPENDENT INSTITUTIONS, CURRENT AND CONSTANT DOLLARS*, 1990-91 TO 1997-98



SOURCE: NCES IPEDS Salary Surveys, 1990-91 through 1997-98

** In Constant 1997-98 Dollars*

Note: Based on 42.25 percent of the NEA national faculty salary universe reporting data in all years

als and public BA colleges registered 1 percent declines, though independent doctorals still registered the largest actual average current dollars expenditures ($15,813); independent AA colleges showed the lowest ($10,684). The same two institutional types also reported the highest and lowest average salaries, $65,116 and $35,742, respectively.

The 23.0 percent average cost of benefits as a percent of salary for faculty on 11/12 month contracts at all types of institutions in 1997-98 represented a 1 percent decline from the 1996-97 average (Table 6). Average costs as a percent of salary ranged from 34 percent at BA public institutions to 20 percent at independent AA colleges. Actual average dollars expended ranged from $17,083 at public BA+ colleges to $6,649 at independent AAs.

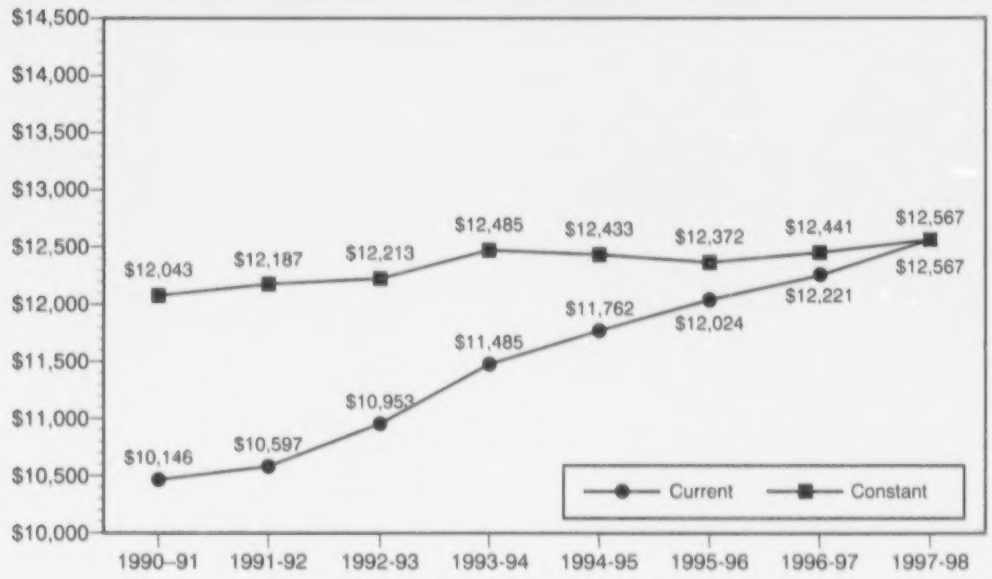
Tables 7 and 8 present average costs of specific benefits for faculty members on 9/10 and 11/12 month contracts, respectively. The disaggregated data permits average cost comparisons within and across types of institutions. Continuing the recent pattern, public AA, BA, and BA+ colleges incurred greater average costs for retirement and medical/dental benefits for faculty on 9/10 month contracts than their independent equivalents.

In contrast, independent doctorals incurred higher average costs for these benefits than public doctorals. With a few exceptions, independents reported slightly higher average expenditures for Social Security, tuition plans, housing, group life insurance, and disability income protection.

Among public institutions, average expenditures for retirement, medical/dental, and Social Security for faculty members on 9/10 month contracts ranged from 91.4 cents (AA colleges) to 94.8 cents (BA+ colleges) of every benefit dollar. Retirement benefits, the largest cost, ranged from 39.5 cents at BA colleges to 42.8 cents at doctorals.

FIGURE 2

CHANGES IN AVERAGE BENEFIT COSTS FOR FACULTY ON 9/10 MONTH CONTRACTS AT PUBLIC INSTITUTIONS IN CURRENT AND CONSTANT DOLLARS*, 1990-91 TO 1997-98



SOURCE: NCES IPEDS Salary Surveys, 1990-91 through 1997-98

** In Constant 1997-98 Dollars*

Note: Based on 42.25 percent of the NEA national faculty salary universe reporting data in all years

Independents spent between 73.6 cents (AA colleges) and 84.5 cents (doctorals) on these three benefits. Retirement contributions—again the largest share of the benefit dollar—ranged from 27.6 cents at AA colleges to 37.1 cents at doctorals. Independent institutions spent more on tuition benefits—from 3.5 cents at independent AA colleges to 7.3 cents at independent BA+ colleges. No category of public institutions exceeded 1.8 cents per benefit dollar for tuition plans.

Costs: Faculty Receiving The Benefits

Table 9 compares average costs of benefits across all faculty to costs per faculty member receiving the benefits. Benefit dollars expended, calculated across all faculty, were $13,027 (24.0 percent of salary) in 1997-98. But basing costs only on faculty receiving the benefits, increased the average cost by 33.6 percent to $17,398 (32.1 percent of salary). Average benefit costs as a percent of salary for faculty receiving the benefits had declined from 36.3 percent to 32.1 percent between 1995-96 and 1997-98.[30] Colleges and universities will make more realistic cost estimates when considering changes to a benefit package by calculating average benefit costs for the number of faculty receiving the benefit.

Averaging figures across all institutions hides differences by type of institution (Table 10). Average 1997-98 expenditures for faculty receiving the specific benefits and the related percent of salary, respectively, were: doctoral level, $19,248 (31.1 percent); comprehensive institutions, $18,350 (36.5 percent); baccalaureate, $18,777 (41.6 percent); two-year colleges with academic ranks, $14,393 (32.9 percent); and institutions without academic ranks, $13,261 (32.5 percent). Average reported benefit costs as a percent of salary increased between 1996-97 and 1997-98 in all institutional types except for doctoral institutions.

TABLE 4

PERCENT CHANGE, AVERAGE SALARY AND AVERAGE BENEFIT COSTS, FACULTY ON 9/10 MONTH CONTRACTS BY INSTITUTIONAL TYPE AND CONTROL, 1990-91 TO 1997-98

		Current Dollars		Constant 1997 Dollars	
Control	Institutional Type	Average Salary	Average Benefits	Average Salary	Average Benefits
Public	AA	24%	21%	4%	2%
	BA	21	23	2	4
	BA+	19	20	0	1
	Doctoral	22	27	2	7
	Average	22	24	3	4
Independent	AA	25	30	5	17
	BA	29	34	9	13
	BA+	28	29	8	9
	Doctoral	25	27	6	7
	Average	28	30	8	9
Average	All	23	25	4	6

SOURCE: NCES, IPEDS Salary Surveys, 1990-91 through 1997-98.

NOTE: Based on 42.25 percent of NEA national faculty salary universe reporting in all years.

TABLE 5

AVERAGE SALARIES AND BENEFITS, AND BENEFITS AS A PERCENT OF AVERAGE SALARIES, FACULTY ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1997-98

Institutional Type	Compensation Category	Public	Independent	Average
AA	Salary ($)	45,230	35,742	45,070
	Benefits ($)	11,543	10,684	11,529
	Benefits (% of salary)	26	30	26
BA	Salary ($)	44,311	45,174	44,947
	Benefits ($)	11,278	11,755	11,630
	Benefits (% of salary)	25	26	26
BA+	Salary ($)	49,429	47,375	48,620
	Benefits ($)	2,785	11,909	12,440
	Benefits (% of salary)	26	25	26
Doctoral	Salary ($)	56,615	65,116	58,958
	Benefits ($)	13,384	15,813	14,053
	Benefits (% of salary)	24	24	24

TABLE 5 *(continued)*

AVERAGE SALARIES AND BENEFITS, AND BENEFITS AS A PERCENT OF AVERAGE SALARIES, FACULTY ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1997-98

Institutional Type	Compensation Category	Public	Independent	Average
Average	Salary ($)	51,581	5,270	52,613
	Benefits ($)	12,661	13,721	12,972
	Benefits (% of salary)	25	25	25

SOURCE: NCES, IPEDS Salary Survey, 1997-98.

Note: Based on 72.1 percent of NEA's faculty salary universe (3216 institutions) reporting benefits.

TABLE 6

AVERAGE SALARIES, AVERAGE BENEFITS, AND BENEFITS AS A PERCENT OF AVERAGE SALARIES, FACULTY ON 11/12 MONTH CONTRACTS, BY OFFERING LEVEL AND CONTROL, 1997-98

Institutional Type	Compensation Category	Public	Independent	Average
AA	Salary ($)	44,724	32,838	43,863
	Benefits ($)	10,928	6,649	10,616
	Benefits (% of salary)	24	20	24
BA	Salary ($)	51,805	43,812	45,139
	Benefits ($)	17,427	11,385	12,388
	Benefits (% of salary)	34	26	27
BA+	Salary ($)	62,249	47,083	54,057
	Benefits ($)	17,083	13,288	15,036
	Benefits (% of salary)	27	28	28
Doctoral	Salary ($)	73,152	69,545	72,310
	Benefits ($)	16,102	16,315	16,152
	Benefits (% of salary)	22	23	22
Average	Salary ($)	64,193	59,148	62,944
	Benefits ($)	14,898	14,437	14,634
	Benefits (% of salary)	23	24	23

SOURCE: NCES, IPEDS Salary Survey, 1997-98.

Note: Based on 72.1 percent of NEA's faculty salary universe (3216 institutions) reporting benefits.

What Next in Health Care Costs?

Greater control over the costs of health care and health insurance for faculty and staff largely accounts for the recent slowdown in the growth rate in benefits expenditures. Health care benefit costs per full-time faculty member on 9-10 month contracts in 1997-98, for example, ranged from $2,623 at BA colleges

TABLE 7

AVERAGE BENEFITS FOR FACULTY ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1997-98

Institutional Type	Benefit	Public	Independent	Average
AA	Retirement Plans	4,900	2,578	4,855
	Medical/Dental Plans	3,531	1,642	3,494
	Group Life Insurance	142	89	141
	Other Insurance Benefits	179	1,358	202
	Disability Income Protection	132	87	131
	Tuition Plan	46	327	51
	Housing Plan	0	24	0
	Social Security Taxes	2,274	2,661	2,282
	Unemployment Compensation	114	275	117
	Worker's Compensation	311	250	310
	Other Benefits in Kind	72	51	72
	Total	11,701	9,342	11,655
BA	Retirement Plans	4,324	3,476	3,683
	Medical/Dental Plans	3,160	2,450	2,623
	Group Life Insurance	86	184	160
	Other Insurance Benefits	21	92	75
	Disability Income Protection	64	206	172
	Tuition Plan	193	768	643
	Housing Plan	9	120	93
	Social Security Taxes	2,696	3,224	3,095
	Unemployment Compensation	58	116	102
	Worker's Compensation	210	272	256
	Other Benefits in Kind	113	64	76
	Total	10,934	10,992	10,978
BA+	Retirement Plans	5,195	3,586	4,539
	Medical/Dental Plans	3,474	2,668	3,145
	Group Life Insurance	102	175	132
	Other Insurance Benefits	98	108	102
	Disability Income Protection	82	169	118
	Tuition Plan	76	841	388
	Housing Plan	0	48	20
	Social Security Taxes	3,342	3,340	3,341
	Unemployment Compensation	75	153	107
	Worker's Compensation	216	318	258
	Other Benefits in Kind	12	60	32
	Total	12,670	11,487	12,180
Doctoral	Retirement Plans	5,712	5,811	5,739
	Medical/Dental Plans	3,246	3,306	3,262
	Group Life Insurance	146	199	161
	Other Insurance Benefits	191	152	180

TABLE 7

AVERAGE BENEFITS FOR FACULTY ON 9/10 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1997-98 (CONTINUED)

Institutional Type	Benefit	Public	Independent	Average
	Disability Income Protection	126	180	141
	Tuition Plan	104	1,123	385
	Housing Plan	3	52	16
	Social Security Taxes	3,312	4,129	3,537
	Unemployment Compensation	100	155	115
	Worker's Compensation	281	322	292
	Other Benefits in Kind	130	255	165
	Total	13,349	15,684	13,993
Average		12,670	13,251	12,838

SOURCE: NCES, IPEDS Salary Survey, 1997-98.

Note: Based on 72.1 percent of NEA's faculty salary universe (3216 institutions) reporting benefits.

TABLE 8

AVERAGE BENEFITS FOR FACULTY MEMBERS ON 11/12 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1997-98

Institutional Type	Benefit	Public	Independent	Average
AA	Retirement Plans	$4,480	$788	$4,197
	Medical/Dental Plans	2,634	1,967	2,583
	Group Life Insurance	96	81	95
	Other Insurance Benefits	147	143	147
	Disability Income Protection	72	59	71
	Tuition Plan	26	8	25
	Housing Plan	1	0	1
	Social Security Taxes	2,378	2,274	2,369
	Unemployment Compensation	66	183	75
	Worker's Compensation	168	338	181
	Other Benefits in Kind	88	198	96
	Total	$10,154	$6,019	$9,839
BA	Retirement Plans	$5,188	$1,997	$2,577
	Medical/Dental Plans	2,735	2,317	2,394
	Group Life Insurance	126	132	131
	Other Insurance Benefits	7	123	101
	Disability Income Protection	43	129	114
	Tuition Plan	45	166	144
	Housing Plan	0	10	8
	Social Security Taxes	2,616	2,669	2,660

TABLE 8

AVERAGE BENEFITS FOR FACULTY MEMBERS ON 11/12 MONTH CONTRACTS, BY INSTITUTIONAL TYPE AND CONTROL, 1997-98 (CONTINUED)

Institutional Type	Benefit	Public	Independent	Average
	Unemployment Compensation	40	244	207
	Worker's Compensation	232	276	268
	Other Benefits in Kind	26	184	155
	Total	$11,041	$8,248	$8,758
BA+	Retirement Plans	$6,369	$3,301	$4,642
	Medical/Dental Plans	2,972	2,526	2,721
	Group Life Insurance	171	187	180
	Other Insurance Benefits	74	129	105
	Disability Income Protection	138	432	303
	Tuition Plan	49	421	258
	Housing Plan	0	86	48
	Social Security Taxes	3,638	3,206	3,395
	Unemployment Compensation	94	214	162
	Worker's Compensation	253	314	287
	Other Benefits in Kind	119	149	135
	Total	$13,876	$10,964	$12,237
Doctoral	Retirement Plans	$7,276	$5,713	$6,890
	Medical/Dental Plans	2,886	3,174	2,942
	Group Life Insurance	147	214	183
	Other Insurance Benefits	385	279	359
	Disability Income Protection	130	153	136
	Tuition Plan	115	813	288
	Housing Plan	2	114	30
	Social Security Taxes	4,021	3,992	4,014
	Unemployment Compensation	186	95	163
	Worker's Compensation	299	293	297
	Other Benefits in Kind	319	460	354
	Total	$15,748	$15,229	$15,637
Average		$13,888	$12,685	$13,585

Source: NCES, IPEDS Salary Survey, 1997-98.

Note: Based on 72.1 percent of NEA's faculty salary universe (3216 institutions) reporting benefits.

to $3,474 at AA institutions. These costs as a percent of salary were, on average, less in 1997-98 than in 1995-96.

The Employee Benefit Research Institute (EBRI) tracks changes in employer health benefit costs. Since 1993, reports EBRI, employers moved employees into managed care plans, expanded utilization review for active workers, increased premium cost-sharing with personnel, and reduced or ended retiree health benefits.[31] Between 1992 and 1997, EBRI notes, the proportion of employees in indemnity plans decreased from 52 percent to 15 percent; conversely, the proportion of employees in

TABLE 9

AVERAGE INSTITUTIONAL COSTS OF BENEFITS PER ALL FACULTY VERSUS AVERAGE COST OF BENEFITS PER FACULTY RECEIVING THE SPECIFIC BENEFIT, ALL INSTITUTIONS, 1997-98

	Average All Faculty		Average per Faculty Receiving Benefits	
Benefit	Dollars	Percentage of Salary	Dollars	Percentage of Salary
Retirement	$5,254	9.7	$5,459	10.1
Medical Insurance	3,146	5.8	3,344	6.2
Disability	139	0.3	218	0.4
Tuition	351	0.6	2,800	5.2
Dental Insurance	138	0.3	413	0.8
Social Security	3,322	6.1	3,603	6.6
Unemployment	117	0.2	160	0.3
Group Life	147	0.3	190	0.3
Worker's Compensation	282	0.5	337	0.6
Benefits in Kind	131	0.2	874	1.6
All Combined	$13,027	24.0	$17,398	32.1

SOURCE: American Association of University Professors, "Doing Better," Academe, 84 (2) (March-April 1998): 32.

TABLE 10

AVERAGE TOTAL INSTITUTIONAL COSTS OF BENEFITS PER ALL FACULTY VERSUS AVERAGE TOTAL COSTS OF BENEFITS PER FACULTY RECEIVING THE SPECIFIC BENEFIT, BY INSTITUTIONAL TYPE, 1997-98

	Average per Faculty		Average per Faculty Receiving Benefits	
Institutional Type	Dollars	Percent of Salary	Dollars	Percent of Salary
Doctoral	$14,906	24.1	$19,248	31.1
Comprehensive	12,238	24.4	18,350	36.5
General Baccalaureate	11,412	25.3	18,777	41.6
Two-year college with ranks	11,335	25.9	14,393	32.9
Institutions without ranks	10,082	24.7	13,261	32.5

SOURCE: American Association of University Professors, "Doing Better," Academe 84 (March-April 1998): 32.

managed care plans increased from 42 percent to 85 percent.[32] Surveying medium and large private establishments, the Bureau of Labor Statistics (BLS) found changes in proportions enrolled in fee-for-service, preferred provider organization, and HMOs respectively from 67 percent, 16 percent, and 17 percent of employees, respectively in 1991 to 27 percent, 40 percent, and 33 percent in 1997.[33]

The movement of personnel from the more expensive indemnity plans to managed care plans had two key consequences. First, job change is more likely to affect the health insurance status of employees and their families under managed care plans than under indemnity plans. Second, the shift masked real increases in health care costs that became evident when the movement ended.[34]

Costs for preferred provider plans showed a smaller increase than traditional indemnity plans in 1998 (5.2 percent vs. 7.6 percent). But health benefit costs rose at nearly twice the 3.4 percent rate of the CPI's medical component in 1998. The average cost of providing coverage for active and retired employees was $4,164, up from $3,924 in 1997.[35] Nearly 3/4ths of surveyed employers anticipated a 9 percent rise in 1999. A reported 13.8 percent average rise in prescription drug costs contributed to increased health benefit costs.[36] Employers will probably ask workers to share in the higher costs if health inflation returns.

A significant shift in required employee contributions accompanied the shift in the type of employer-sponsored medical benefit plans and the increased costs of health care. Between 1991 and 1997, the proportion of employees required to contribute for single coverage increased from 49 percent to 69 percent. The proportion of employees with family coverage that had to contribute increased from 69 percent to 80 percent in the same period.[37]

The national data on changes in health care plans, enrollments, and costs helps to explain trends in higher education. Colleges and universities, for example, face increased health benefit costs while encouraging the voluntary retirement of older faculty. Institutionally funded health care coverage may attract faculty members concerned about these increasing costs.

MEDICARE+CHOICE AND HMOS

Congress expected to expand managed care options for inactive employees and near-retirees by passing Medicare+Choice legislation, part of the Balanced Budget Act of 1997.[38] As of November 2, 1998, 48 managed care organizations applied to provide Medicare plans and 25 requested permission of the Health Care Finance Administration to expand their existing plans. But another 54 risk contract insurers enrolled in managed Medicare redefined their service area, and 43 dropped out completely.[39] These providers cited minimal annual reimbursement increases, greater regulatory burdens, and tight compliance guidelines.[40]

The pull-out of HMOs from Medicare+Choice created turmoil beginning in mid-1998, and colleges and their retirees searched for alternative ways to meet retiree health-care needs. Many retirees may move from HMOs to traditional Medicare fee-for-service plans, depending on cost and quality of care.

LONG-TERM CARE

The increased life expectancy of the American population, especially college and university personnel, makes long-term care a key part of retirement planning. More than 12 million Americans, of whom 60 percent were elderly, notes a 1995 report, had long-term care needs.[41] About 42 of every 100 retirees under TIAA-CREF pension plans live to age 90 or more; that number is increasing.[42] About 40 percent of leadership "family friendly campuses" provided long-term care insurance.[43]

Medicare and Medicaid will *not* adequately meet long-term care needs for retirees. Medicare does *not* provide the custodial care. Eligibility for Medicaid requires spending down financial reserves. Faculty and staff must investigate, years ahead if possible, the feasibility and advisability of long-term care insurance for nursing care.

BENEFITS FOR DOMESTIC PARTNERS, REVISITED

Will colleges and universities provide benefits to unmarried domestic partners, significant others, or same-sex spousal equivalents, living in domestic relationships that are perceived to be functionally equivalent to marriage? Colleges—and the courts—have devoted increased attention to this question over the past decade, and have taken significant actions since the first discussion of this issue in the *NEA 1996 Almanac*.[44]

In March 1997, the Supreme Court of Alaska and the Appellate Division of the Superior Court of New Jersey handed down two contrasting decisions on the legality of these benefits. The University of Alaska, ruled the Alaskan Supreme Court, must provide benefits to financially interdependent domestic partners.[45] Two university employees seeking health benefits for their domestic partners brought the case. Failure to provide these benefits, the court ruled, violated the state's Human Rights Act, prohibiting discrimination based on marital status.

In New Jersey, five faculty members at Rutgers University appealed when the state's Division of Pensions denied health insurance for their same-sex domestic partners.[46] The Appellate Division of the Superior Court of New Jersey denied the appeal. State law prohibited discrimination based on sexual orientation, the court found, but the court exempted same-sex benefit programs by strictly interpreting "dependents" as married spouses and children. In the New Jersey case and elsewhere, providing benefits for domestic partners or other spousal equivalent arrangements, whether same sex or unmarried heterosexual, fell outside the legal conditions applied to the standard contractual marriages.

In another 1997 case, a faculty member filed a grievance with the union, alleging that the University of New Hampshire violated the nondiscrimination provision of the faculty union contract when it denied health insurance to the partner of a gay faculty member.[47] An arbitrator based a ruling against the faculty member on the absence of a contractual provision for benefits for domestic partners.

In 1996, the majority of institutions providing benefits for domestic partners were independent colleges and universities. But some public institutions—including the University of California, the State University of New York, the City University of New York, the University of Minnesota, and the University of Michigan—made domestic partners eligible for benefits. Challenges soon arose. In April 1997, the Attorney General of Michigan ruled that a state law reducing funds to public universities that extended benefits to unmarried partners violated the constitutional autonomy granted to the state's universities.[48] But a similar law applying to community colleges was constitutional because those institutions lacked such autonomy.

In the first decision of its type, the Court of Appeals of Oregon upheld the right of three lesbian employees of the Oregon Health Sciences University to health benefits for their domestic partners.[49] OHSU provided health coverage for all married couples regardless of their sexuality. But, stated the judges, the policy treated homosexuals unequally since they may not marry and were therefore ineligible for the benefit. The state statute barring sex discrimination, the court added, covers sexual orientation.

Costs are not a major factor for most institutions contemplating domestic benefits. The University of Chicago spends about $100,000 per year in a $22.5 million dollar health benefit budget to provide benefits to domestic partners; these benefits cost the University of Minnesota $47,442 in 1998.[50] Low enrollments and employee premiums for partner participation in group plans help to explain the minimal institutional costs.

The courts have yet to resolve the degree to which unmarried heterosexual partners are eligible to participate in benefit plans. These significant long term relationships also fall outside the traditional marriage-based definitions of dependent relationships. But the recent court cases dealt specifically with same-sex relationships.

CONCLUSION

Higher education may have entered a new millennium, but the issues and challenges remain largely the same. Labor intensive colleges and universities will continue to depend on a faculty and staff that continues to grow despite the intrusion of technology, and that includes more women, part-timers, and older faculty. But each demographic change will affect the nature and costs of provided benefits.

Two recent federal laws will affect the management of the faculty portion of the academic labor force. Abolishing the mandatory retirement age for tenured faculty removed a key control: a firm end point to an academic career. Some institutions face the possibility of an older, higher salaried faculty—and higher salaries mean higher benefit costs.

Some faculty members, initial studies show, deferred retirement beyond age 70, but other colleagues retired at younger ages. Institutions, needing to respond to changing student interests and societal needs, must continue to facilitate the retirement of older faculty. The 1998 Higher Education Amendments allow colleges to offer age-based incentives to encourage voluntary retirement of tenured faculty.

Changes to health plans partly explain the reduced rate of increase in benefit costs. But colleges will probably ask active and retired faculty and staff to help meet rising costs if health inflation returns. Negative HMO

response to Medicare+Choice prompt some faculty and staff members to utilize other Medicare options, a trend that may exacerbate the impact of health inflation on retirees.

Institutions will devote increased attention to providing benefits, especially health coverage, to part-time faculty and staff and to domestic partners. Part-time faculty now play a significant role in the ability of institutions to fulfill their missions; the case for benefits is also based on equitable treatment of continuous appointment employees. Some colleges cite equity to justify benefits for domestic partners. Other institutions cite competition: Colleges that fail to offer these benefits weaken their ability to recruit and retain highly qualified faculty and staff.

NOTES

[1] These changes include significant increases in part-time faculty, full-time non-tenure-track faculty, and in the number of women faculty members. Chronister, 1999, 93.

[2] Clery, 1998a, 2 and 3.

[3] This category includes persons whose primary purpose is performing academic support, student support, and institutional support. Preparation would be college graduation or equivalent. The category includes employees such as librarians, counselors, coaches, systems analysts, accountants, etc.

[4] Clery, 1998a, 3.

[5] Clery, 1998b, 2.

[6] This category includes clerical, secretarial, service, maintenance, technical, paraprofessional, and skilled crafts personnel.

[7] Chronister, 1998; Chronister, 1999.

[8] Continuing part-time status refers to faculty and staff employed less than full-time but who have an appointment, or a series of appointments that are expected to continue for a year or more. In addition to the length of service, many institutions also specify a minimum number of hours of employment per week. See U.S. Department of Education, November 1996, 27.

[9] TIAA/CREF, 1991.

[10] Ibid, 2

[11] Hammond and Morgan, 1991; Rees and Smith, 1991.

[12] Hammond and Morgan, 1991.

[13] Ashenfelter and Card, 1998, 2. The sample of institutions for this report included 11 research universities, three doctoral degree granting institutions, 13 comprehensive colleges and 10 liberal arts colleges. All institutions were TIAA/CREF pension plan participants.

[14] Clark, Ghent, and Kreps, 1998.

[15] Quinn, Burkhauser, and Myers, 1990. Ehrenberg, Matier, and Fontanella, 1998 (Appendix A), discuss the differences between defined benefit and defined contribution pension plans. They show, utilizing actuarial calculations, why defined benefit employees are more apt to retire at an earlier age than defined contribution personnel.

[16] Ashenfelter and Card, 20.

[17] Clark, Ghent, and Kreps, 1998; Ehrenberg, Matier, and Fontanella, 1998.

[18] Keefe, 1998, 1; U.S. Department of Education, 1996; Kirshstein, et al, 16.

[19] Ehrenberg, Matier, and Fontanella, 1998.

[20] The 1986 amendments to ADEA, prohibiting mandatory retirement on the basis of age for almost all employees, exempted tenured faculty until 1 January 1994. The legislation directed the Equal Opportunity Commission to ask the National Academy of Sciences to study the potential consequences of the elimination of mandatory retirement for institutions of higher education. Hammond and Morgan, 1991, 1.

[21] Ibid, 107.

[22] Public Law 105-244, Higher Education Amendments of 1998, signed by the President on 6 October 1998.

[23] Public Law 105-244, Part D Sec. 941.

[24] See conference report explanation of Public Law 105-244, Part D Sec 941, 405.

[25] Aitken, 1998, 5.

[26] Keefe, 15-16.

[27] 5.6 percent vs. 3.9 percent in constant dollars.

[28] Benefit cost and salary increases in constant dollars: independents-9.4 percent and 7.6 percent, respectively; publics-4.4 percent and 2.6 percent.

[29] The increases were nine percent and four percent, respectively, in constant dollars.

[30] For a detailed description of the institutional data and the institutional descriptors see Bell, 1998, 32.

[31] *EBRI News*, 1 September 1998, 1.

[32] Ibid, 2.

[33] Bureau of Labor Statistics, 1999.

[34] Mercer USA Resource Center, 2.

[35] Ibid, 3. The proportion of employers with 500 plus employees that provided coverage for retirees not eligible for Medicare declined from 38 percent to

36 percent; the corresponding proportion of employers with workers eligible for Medicare declined from 31 percent to 30 percent.

[36] Mercer USA Resource Center, January 1999, 1. The data in this report is based on a nationally representative survey of nearly 4,200 employers.

[37] Bureau of Labor Statistics, 1999.

[38] Public Law 105-33.

[39] Jang and McArdle, 3.

[40] *Employee Benefit News*, 1 December 1998.

[41] Spray, 1995, 1.

[42] TIAA-CREF, 1999, 6.

[43] Friedman, et al., 1996, 40-41.

[44] Chronister, 1996, 106-107.

[45] University of Alaska v. Tumeo and Wattum, Supreme Court No. S-6898 (1997).

[46] Rutgers Council of AAUP Chapters, et al. v. Rutgers, The State University & Division of Pensions, Appellate Court, A-5846-94T5 (March 1997).

[47] Haworth, 1997, A12.

[48] Guernsey, 1997, A34.

[49] Leatherman, 1999, A16.

[50] Wilson, 1999, A10.

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Higher Education Finance Variables: An Analysis

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How should America provide postsecondary education for growing numbers of students? States, notes one observer, face a fundamental choice: Limit the number of college students served or serve more students more effectively.[1] The declining proportion of state budgets earmarked for higher education led public higher education finance researchers to focus on the second alternative. Key strategies include: allocating constrained state resources equitably and efficiently, pricing tuition fairly and reducing inequitable financial assistance, and planning for increased student diversity.

The dual focus on equity and efficiency resulted in several creative proposals. Two scholars, for example, developed a tuition-pricing model, based on student willingness to pay, that helped colleges establish equitable tuition rates.[2] Other scholars proposed changes in the distribution of state funds among colleges.[3]

Another researcher, who proposed a major role for faculty and staff in determining college budgets, posed a key question for scholars and practitioners: "How, precisely, can we determine the financial health of an institution?"[4] More precise assessments, this researcher added, would permit association leaders and faculty members to compare the financial standing of their college to similar institutions. Scholars usually assess financial health by comparing income sources to expenditures. Income streams include state and local revenue; tuition and fees; endowment income; and federal, state, local, and private grants and contracts. Expenditures include the costs of instruction; research; academic support; student services; institutional support; plant operation and maintenance; scholarships and fellowships; and educational, general, and current fund expenditures and transfers.

Applying inconsistent definitions to key items often leads to inconclusive, even misleading, inter-institutional comparisons. Is there a better way of comparing the financial condition of institutions?

DATA AND METHODOLOGY

The National Center for Education Statistics (NCES) Integrated Postsecondary Education Data System (IPEDS) annually surveys the finances of postsecondary education institutions. The survey aims

> ... to collect basic data to describe the financial condition of postsecondary education in the nation; to monitor changes in postsecondary education finance; and to promote research involving institutional financial resources and expenditures.

We developed a methodology to compare the financial condition of the 1,493 colleges in the IPEDS 1995-96 survey that offered *at least two years but less than four years* of instruction. The IPEDS data include 126 revenue and expenditure variables, and financial ratios[5] derived from these variables—costs per student, for example.

We used "factor analysis" to provide a few indicators or "factor scores" of financial health to compare institutions, while preserving the relative contribution of each finance variable to these factors. One scholar illustrated the utility of factor analysis for comparing countries. Noting the existence of a large number of variables by which to measure the attributes of a nation, including size, population, and degree of technological development, this scholar asked, "To what extent can this large number of variables be considered manifestations of more basic constructs or factors?" "To the degree that the variables are interrelated and represent a few factors," he answered, "it will be possible to develop a theory for each factor but still explain a large number of variables."[6]

We based our study of the financial health of colleges on the same principle.[7] Factor analysis reduced the 126 IPEDS revenue and expenditure variables into a few categories. We may express the basic factor analysis model as an equation:

$$z_j = a_{j1}F_1 + a_{j2}F_2 + \ldots + a_{jm}F_m + d_jU_j \; (j = 1,\ldots,n)$$

where n is the number of observed variables, and where each observed variable z_j is described linearly in terms of m (usually much smaller than n) *common factors* and a *unique factor* U.[8]

THE EIGHT FACTORS

"Varimax" rotation on the 126 finance variables and ratios produced eight factors that accounted for 68 percent of the total variance. In this study, the factor analysis model represents the regression of each variable (z_j) on the eight factors for the 402 (of 1493) institutions with factor scores.[9]

The output is a table titled "Rotated Factor Pattern"; the column headings are Factor 1 to Factor 8 and the row names are the names of the 126 IPEDS variables. Table 1 shows sample lines of this output. We used a 0.50 cut-off point to identify the factors with high loadings or correlations—the a-coefficients in the regression equation above—on the variables. A star indicates a high factor loading on the associated variable.

About 40 percent of the 126 variables entering into the factor analysis had low loading—less than 0.50—from all factors; we excluded these 51 variables from the factor interpretation.[10]

Table 2 shows the variables with high factor loadings on the eight factors. The factor names evolved from the variable with the largest correlation with the given factor.[11] Factors 1 and 2 show high loading on more variables than Factors 3 through 8. The scores for Factor 1, "overall financial picture," ranged from 3306.39 to -1393.40 for the 402 colleges in the IPEDS database.

We focused on the 23 colleges with the highest and the lowest scores on Factor 1. Factor 2, "determinate income and expenditure" was, like Factor 1, arranged in near-perfect descending order.

Table 3 shows the eight factor scores for the 23 institutions *highest* in Factor 1 score—observation numbers 1 through 23. Table 4 shows all eight factor scores for the 23 institutions *lowest* in Factor 1 score—observation numbers 380 to 402. Factors 1 and 2 showed the same rank order from highest to lowest, reflecting the different categories of revenues and expenditures. The remaining six factor scores were generally arranged in ascending rank order; moving from low negatives to high positives in inverse relationship with Factor 1 and Factor 2 scores.

Factor 3, "revenues and expenditures ratios per full-time equivalent student (FTE)," started with a negative score of -2224.09 (Table

TABLE 1

SELECTED PARTIAL OUTPUT OF FACTOR ANALYSIS: ROTATED FACTOR PATTERN

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
TTLENDOW	0.89608*	-0.20761	0.02194	0.01625	0.51688	0.02183	0.07630	0.01901
TTLCFREV	0.61844*	0.75604*	-0.03133	0.02069	0.01306	0.00496	0.00995	-0.05637
REV2	0.00195	-0.00982	0.70991*	0.32346	-0.00768	0.42133	-0.02639	0.06567
REV6	0.03719	-0.01241	-0.13360	0.86744*	0.04880	-0.19954	-0.00017	-0.01551
END4	0.14643	0.11358	0.08887	0.00456	0.92132*	-0.02326	-0.05167	0.02034
ASST4	-0.05408	-0.02598	-0.15275	0.13153	0.27447	0.64461*	0.05568	0.02372
EXP13	0.01064	0.07915	-0.14602	-0.01238	0.01128	-0.04580	0.63597*	-0.12085
EXP19	-0.03382	-0.07066	-0.13140	0.03802	-0.00087	0.07722	-0.04713	0.87682*

**High factor loading.*
TTLENDOW: total endowment income.
TLCFREV: total current fund revenue.
REV2: tuition and fees per FTE.
REV6: other revenue per FTE.
END4: endowment yield a.
ASST4: equipment assets per FTE.
EXP13: public service expenditure per E&G expenditures.
EXP19: library expenditures per E&G expenditures.

TABLE 2

EIGHT FINANCIAL FACTORS, RELATED VARIABLES, AND EXPLANATION OF FACTORS

Factor Name	Variables with High Factor Loadings	Explanation of Factors
Factor 1: Overall Financial Picture	*Revenues:* Unrestricted and total tuition and fees, unrestricted and total endowment income, unrestricted and total other income, unrestricted and total current fund revenue. *Expenditures:* Unrestricted and total instructional expenditure, unrestricted and total academic support expenditure, unrestricted and total institutional support expenditure, unrestricted and total operation and maintenance of plant expenditure, unrestricted and total educational and general expenditures and transfers, unrestricted and total current fund expenditures and transfers. *Faculty and students:* Faculty on 9/10 month contracts, full time equivalent students, total faculty on 9/10 and 11/12 month contracts.	Factor 1 represents the basic financial condition of the institution, encompassing revenues and expenditures, faculty, and students. This factor accounts for current fund revenue and specific revenues such as tuition and fees, endowment income, and other income sources. Current fund revenue is the sum of tuition and fees, state appropriations, grants and contracts, private gifts, endowment income, sales and services and other income.[1] This factor accounts for the major components of expenditures, including instruction, academic support, institutional support, plant operation and maintenance, and total educational expenditures and transfers. Total education expenditures and transfers are the sum of expenditures for instruction, research, public service, instructional support, student services, instructional support, operation and maintenance of plants, scholarships and fellowships and mandatory transfers.[2] Factor 1 also includes the number of faculty on 9/10 and 11/12 month contracts, and the number of full time equivalent students. This factor does not include *restricted* income and expenditures.

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TABLE 2

EIGHT FINANCIAL FACTORS, RELATED VARIABLES, AND EXPLANATION OF FACTORS (CONTINUED)

Factor Name	Variables with High Factor Loadings	Explanation of Factors
Factor 2: Determinate revenue and expenditure	*Revenues:* Unrestricted and total state and local appropriations, restricted and total government grants and contracts revenues, restricted, unrestricted and total current fund revenue. *Expenditures:* Restricted and total instructional expenditure, restricted, unrestricted and total student services expenditure, restricted and total scholarship and fellowship expenditure, restricted educational and general expenditures and transfers, restricted current fund expenditures and transfers, faculty on 9/10 month contracts, full-time equivalent students, total faculty on 9/10 and 11/12 month contracts.	Factor 2 consists of revenues and expenditures that are predetermined or earmarked for specific purposes, such as state and local appropriations, and *restricted* revenues and expenditures. Factor 2, unlike Factor 1, does not give an overall picture of the financial condition of the institution.
Factor 3: Revenues and expenditures ratios	*Revenues Ratios*:* State and local appropriations /FTE, tuition and fees/FTE, state and local appropriations/ E&G revenue, tuition and fees/E&G revenue, net tuition and fees revenue/FTE. *Expenditures Ratios:* Student services expenditure/FTE, unrestricted scholarships and fellowship expenditures/FTE, instruction expenditures/E&G expenditures(-), expenditures for instruction, research and academic support/E&G expenditures(-), net tuition and fees revenue/ instructional expenditures, net tuition and fees revenue/E&G expenditures.	Factor 3 includes revenues and expenditures expressed as ratios to FTE, E&G revenues, and E&G expenditures. It reflects the institution's balancing approach to budgeting, the way it allocates specific expenditures relative to overall expenditures. It also reflects revenues as they relate to full-time equivalent students.
Factor 4: Expenditures Per FTE Student	Other revenue/FTE, current fund revenue/ FTE, other revenue/E&G revenue. *Mostly Expenditures Ratios:* Instruction expenditure/FTE, academic support expenditure/FTE, institutional support expenditure/FTE), plant operation and maintenance expenditure/FTE, E&G expenditures/ FTE, land assets/FTE.	Factor 4 includes two revenue variables, but the "other revenue" variable is relatively insignificant.[3] Current fund revenue/FTE is the only revenue ratio that is logically linked to the expenditures ratios. This ratio, together with the expenditures ratios, relate to FTE. Factor 4 then makes clear indication of looking at expenditures per full-time equivalent student, with the backdrop of current revenue per FTE.
Factor 5: Endowment	Unrestricted and total endowment income, endowment income/FTE, endowment income/E&G revenue, building assets/FTE, debt/FTE, endowment fund balance/current fund expenditures, endowment market value, beginning of year, endowment market value, end of year, endowment yield a.	Factor 5 is an endowment factor.
Factor 6: Building and equipment assets per FTE student	Building assets/FTE, equipment assets/FTE.	Factor 6 is self-explanatory.
Factor 7: Government grants and contracts spent on public service and institutional support	Restricted public service expenditure, total public service expenditure, government grants and contracts revenue/FTE, government grants and contracts revenue/E&G revenue, Public service expenditure/FTE, public service expenditure/E&G expenditures, institutional support expenditures/instructional expenditures.	Factor 7 reflects the relationship between government grants and contracts and community service—public service expenditures—and institutional support. Some institutions, for example, receive funded contracts for public service such as outreach tutorial contracts.[4]

TABLE 2

EIGHT FINANCIAL FACTORS, RELATED VARIABLES, AND EXPLANATION OF FACTORS (CONTINUED)

Factor Name	Variables with High Factor Loadings	Explanation of Factors
Factor 8: Other expenditures as ratios to E&G expenditures.	Plant operation and maintenance expenditures/E&G expenditures, restricted scholarships and fellowship expenditure/E&G expenditures, library expenditures /E&G expenditures, expenditures for instruction, research and academic support/E&G expenditures.	Factor 8 is other expenditures relative to E&G expenditures; this is an important component budget wise as these expenditures could be close to 40 percent of the total E&G expenditures.

* *FTE: Full-time equivalent students.*
E & G: Education and General.
Notes:
[1] *Dubeck, 1998, Table 1A.*
[2] *Ibid.*
[3] *Ibid., 11*
[4] *John Lee of JBL Associates helped to explain Factor 7.*

3), approached zero at observation number 222 (not shown), about midway through the 402 institutions, and then increased to 937.63 (Table 4-observation 402). Why did institutions with high scores on Factors 1 and 2 report low Factor 3 scores? Perhaps the 23 institutions with the highest healthy *overall financial picture* and with high *determinate revenue and expenditure* levels carefully controlled revenues and expenses per student. Students neither benefited from high levels of service, scholarship, and instructional spending, nor paid high tuition. These institutions budgeted well and did not overspend; the factor scores indicate the financial health of colleges, not the benefits to students.

TABLE 3

TWENTY THREE INSTITUTIONS *HIGHEST* IN FACTOR 1 SCORES

Obs	Unit Id	Institution Name	City
1	170693	Lewis College of Business	Detroit
2	206817	Bacone College	Muskogee
3	170055	Grand Rapids Community College	Grand Rapids
4	238722	Fox Valley Technical College	Appleton
5	240170	Western Wisconsin Technical College	La Crosse
6	135717	Miami-Dade Community College	Miami
7	193326	Monroe Community College	Rochester
8	222992	Austin Community College	Austin
9	171304	Muskegon Community College	Muskegon
10	169521	Delta College	University Center
11	236513	Seattle Community College-Central Campus	Seattle
12	111887	Cerritos College	Norwalk
13	146472	College of Lake County	Grayslake
14	209074	Linn-Benton Community College	Albany
15	239248	Milwaukee Area Technical College	Milwaukee

TABLE 3

TWENTY THREE INSTITUTIONS *HIGHEST* IN FACTOR 1 SCORES (CONTINUED)

Obs	Unit Id	Institution Name	City
16	144944	Elgin Community College	Elgin
17	149842	William Rainey Harper College	Palatine
18	213233	Johnson Technical Institute	Scranton
19	239910	Southwest Wisconsin Technical College	Fennimore
20	203748	Lorain County Community College	Elyria
21	239008	Lakeshore Technical College	Cleveland
22	209250	Mt. Hood Community College	Gresham
23	182005	Community College of Southern Nevada	Las Vegas

Obs	State	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
1	MI	3306.39	2418.81	-2224.09	-1597.82	-17487.81	-460.26	-3945.95	-518.694
2	OK	2548.27	1860.37	-1727.31	-1241.23	-13483.60	-373.03	-3040.99	-405.125
3	MI	2175.36	1581.89	-1490.88	-1066.72	-11517.72	-340.77	-2595.25	-353.334
4	WI	1088.29	791.11	-748.38	-538.43	-5764.70	-166.42	-1298.33	-176.326
5	WI	1027.25	746.59	-706.98	-506.79	-5440.92	-160.76	-1226.04	-166.831
6	FL	919.32	676.48	-628.18	-448.59	-4860.33	-147.90	-1094.17	-148.184
7	NY	850.69	623.51	-572.80	-412.96	-4500.08	-121.36	-1014.75	-135.071
8	TX	728.49	529.75	-503.47	-365.01	-3856.18	-118.59	-868.10	-119.910
9	MI	704.96	512.82	-482.44	-345.88	-3733.61	-107.83	-841.71	-114.293
10	MI	703.67	510.07	-493.26	-354.16	-3725.69	-125.67	-836.38	-118.839
11	WA	697.91	509.65	-477.65	-340.91	-3694.03	-108.17	-833.58	-112.738
12	CA	662.70	486.19	-449.15	-320.53	-3507.71	-94.65	-791.07	-105.195
13	IL	637.94	465.40	-441.67	-315.21	-3377.51	-107.29	-760.05	-104.530
14	OR	583.33	425.63	-396.45	-285.88	-3087.82	-88.44	-696.03	-93.658
15	WI	578.00	421.04	-403.23	-284.79	-3058.59	-96.58	-689.66	-95.738
16	IL	561.21	410.70	-383.37	-273.17	-2967.76	-87.00	-668.37	-89.278
17	IL	522.21	382.07	-356.04	-254.54	-2757.56	-80.81	-621.30	-83.757
18	PA	487.13	354.95	-329.84	-237.17	-2578.52	-73.18	-581.64	-77.482
19	WI	470.77	342.29	-323.38	-231.93	-2493.43	-72.17	-562.57	-76.198
20	OH	462.72	337.75	-316.69	-226.88	-2448.50	-72.31	-550.01	-75.266
21	WI	444.88	324.31	-303.79	-217.74	-2355.60	-64.59	-531.60	-70.930
22	OR	430.21	315.10	-297.00	-211.62	-2276.55	-69.90	-512.47	-69.822
23	NV	414.71	301.00	-285.97	-205.81	-2195.04	-67.09	-494.33	-67.887

Conversely, colleges with low scores on Factors 1 and 2 may "overspend" on student services, scholarships, and fellowships (Factor 3). State and local appropriations ratios may also be relatively high—another implication of a high Factor 3 score—but so are tuition and fees per FTE (Table 4). Perhaps the "happy medium" is a college within, say, one standard deviation on either side of the mean of the factor scores. This college attains financial stability without sacrificing the education and well-being of its students.

Factors 1 and 4 also showed a reciprocal relationship: Institutions scoring high on their overall financial picture tended to have low scores on the expenditures ratios in Factor 4—expenditures per FTE on instruction, academic support, institutional support, and plant oper-

TABLE 4

TWENTY THREE INSTITUTIONS *LOWEST* IN FACTOR 1 SCORES

Obs	Unit Id	Institution Name	City
380	204422	North Central Technical College	Mansfield
381	208318	Central Oregon Community College	Bend
382	247834	Collin County Community College-Central Park	Mckinney
383	137078	Saint Petersburg Junior College	Pinellas Park
384	230171	Dixie College	St. George
385	209038	Lane Community College	Eugene
386	107743	Rich Mountain Community College	Mena
387	193478	Nassau Community College	Garden City
388	226408	College of The Mainland	Texas City
389	223427	Blinn College	Brenham
390	169275	Mott Community College	Flint
391	210605	Community College of Allegheny County	Pittsburgh
392	147378	Moraine Valley Community College	Palos Hills
393	172635	Wayne County Community College	Detroit
394	209746	Portland Community College	Portland
395	158431	Bossier Parish Community College	Bossier City
396	147800	Oakton Community College	Des Plaines
397	165802	Fisher College	Boston
398	122205	Saddleback College	Mission Viejo
399	187912	New Mexico Military Institute	Roswell
400	170790	Macomb Community College	Warren
401	225423	Houston Community College System	Houston
402	171535	Oakland Community College	Bloomfield Hills

Obs	State	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
380	OH	-351.87	-254.26	252.56	177.902	1863.17	73.136	422.29	60.109
381	OR	-361.45	-262.11	253.53	180.03	1914.20	66.89	433.77	59.58
382	TX	-366.38	-267.32	243.92	176.77	1942.09	46.81	436.41	56.32
383	FL	-377.03	-273.68	257.83	182.63	1998.32	57.93	449.96	60.44
384	UT	-379.78	-275.92	259.85	187.58	2012.27	59.07	453.20	61.02
385	OR	-379.99	-277.26	249.63	183.92	2010.50	44.47	455.83	57.90
386	AR	-405.61	-293.74	288.05	204.63	2146.87	80.29	485.88	68.65
387	NY	-434.96	-316.71	294.39	205.61	2311.74	59.77	519.62	68.81
388	TX	-437.59	-317.64	302.16	216.81	2318.57	72.63	522.67	71.45
389	TX	-456.79	-332.41	310.45	225.84	2419.83	67.79	544.23	72.56
390	MI	-460.39	-335.87	309.79	220.21	2437.48	65.24	549.62	71.76
391	PA	-483.30	-349.22	337.61	240.52	2564.85	82.54	576.07	79.16
392	IL	-682.66	-495.61	467.05	340.50	3617.19	102.95	815.79	110.28
393	MI	-720.41	-526.48	489.46	346.53	3811.79	111.93	861.85	114.90
394	OR	-731.32	-524.50	512.79	370.03	3876.88	127.69	873.45	122.35
395	LA	738.83	-538.42	503.94	362.82	3912.93	111.31	881.12	119.26
396	IL	-760.88	-550.54	525.97	384.28	4033.19	123.09	907.66	124.42
397	MA	-884.08	-646.61	598.99	427.89	4677.54	127.33	1055.72	139.94

TABLE 4 *(continued)*

Obs	State	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
398	CA	-890.07	-646.51	612.83	441.50	4720.03	141.527	1062.89	143.93
399	NM	-891.08	-646.83	606.63	438.37	4730.97	136.437	1058.33	143.39
400	MI	-969.46	-706.80	656.49	472.51	5138.69	138.260	1155.94	152.81
401	TX	-1227.34	-897.54	832.59	596.81	6490.03	174.490	1474.49	194.36
402	MI	-1393.40	-1016.49	937.63	671.93	7385.88	188.110	1661.21	217.50

ation and maintenance. These colleges attained a strong financial profile by limiting expenditures on categories less directly associated with student needs. Conversely, institutions showing poorer financial health tended to spend more on instructional support and plant. The middle institutions again exhibited a healthy financial picture with moderate spending and revenues.

Factor 5—endowment income and the ratios of endowment income to E&G revenue and to FTE—had a small effect on institutional spending policies. Moderate use of endowment funds was a key component of a healthy financial picture. Moderate outlays on plant assets, Factor 6 suggests, also helped to maintain financial health.

Factor 7 was inversely related to Factors 1 and 2. High scores on financial picture and determinate revenue and expenditure were associated with low scores in government grants and contracts for public service and institutional support. These colleges may not be moved to obtain grants and contracts, since they have sufficient funds from other sources.

Factor 8—other expenditures as ratios to E&G expenditures—was also inversely related to Factors 1 and 2. Colleges with high scores on Factor 1 and 2 scores, showed low expenditure ratios for Factor 8 expenses, including scholarships and fellowships, and library and research expenditures. Careful choice of spending priorities, this factor combination suggests, can result in a healthy overall financial picture. Conversely, if Factor 1 is low, Factor 8 ratios must be high; in that case, a college gives priority to some expenditures by cutting back on expenditures that produce a healthy financial picture.

EXTERNAL CRITERIA

We next ran a "peer group analysis" to compare institutions ranked highest and lowest in Factor 1 and Factor 2 scores.[12] The analysis used 1997-98 IPEDS financial data; we assumed that factor scores remained constant indicators of the financial health of the institutions between 1995-96 and 1997-98. Table 5 shows key differences between the two groups of 23 colleges.

TABLE 5

COMPARISON OF TWO GROUPS OF INSTITUTIONS ON EXTERNAL CRITERIA

Peer Group Item	Highest 23 on Factor 1 Score	Lowest 23 on Factor 1 Score	Remarks
Average FTE 1996	6,074	6,674	L23 = higher FTE
Average E&G Exp./FTE	$8,620	$7,983	L23 = lower E&G/FTE
Range FTE 1996	297-26,654	404-19,539	L23 = closer range of FTE
Range E&G Exp./FTE	4,267-16,146	3,834-14,816	
Average No. of Faculty	180	158	
Average Salary	$51,173	$51,802	
% Tenured	79%	74%	
Average Benefits	$12,838	$14,266	

The 23 colleges with the highest Factor 1 and 2 scores in 1997-98 had fewer FTE students than the 23 colleges with the lowest scores on these factors; higher E&G expenditures per FTE student, more faculty (180 vs. 158); and a higher proportion of tenured faculty—79 percent vs. 74 percent. But the high scoring colleges showed lower average faculty salaries—$51,173 vs. $51,802.

These scores showed the different financial strategies used by the two groups of colleges. High scorers spent more money on fewer students and on more faculty, though instructors received neither the highest salaries nor benefits. Low scorers, in contrast, enrolled more students and spent less per student. These colleges paid higher salaries to smaller numbers of faculty members, and they tenured a smaller proportion of faculty.

CONCLUSION

This study attempted to understand the relationships among revenue and expenditure categories. We derived a few factors to compare institutions and to summarize the financial condition of a given college. Future studies might replicate this approach for four-year colleges, or analyze the data by type of control—independent and public institutions.

NOTES

[1] Finney, 1994, 24.

[2] Bryan and Whipple, 1995, 560 (15).

[3] Martinez, 1997. Martinez compared California with Florida, Michigan, Minnesota, and New York between 1990 and 1995.

[4] Dubeck, 1998.

[5] Thanks to John B. Lee of JBL Associates, who developed the ratio variables.

[6] Gorsuch, 1983, 3.

[7] In 1994, we conducted a factor analysis of finance data from 84 community colleges, taken from 1991 IPEDS data. The analysis produced 10 factors from 82 finance variables. A stepwise regression analysis of faculty salaries on these factors as independent variables retained seven of the ten factors as predictors of salaries, the retained factors accounting for 75 percent of the common variance (Peña, 1994).

[8] Harman, 1976, 15.

[9] Many datapoints are missing, so the use of the variables in factor analysis results in having more variables than the number of observations. Hence, the matrix correlation coefficients (inter-correlation of variables) were the input for factor analysis.

[10] Variables with low factor loading from all eight factors are: RSTLOC: Restricted state and local revenue; RTUIT: Restricted tuition and fees; RENDOW: Restricted endowment income; URGGRNT: Unrestricted federal, state and local government grants and contracts revenue; RPGRNT: Restricted private grants and contracts revenue; URPGRNT: Unrestricted private grants and contracts revenue; TTLPGRNT: Total private grants and contracts revenue; ROTRR: Restricted other revenue; RRESRCH: Restricted research expenditure; URRESRCH: Unrestricted research expenditure; TTLRESRCH: Total research expenditure; URPUBSRV: Unrestricted public service expenditure; RACAD: Restricted academic support expenditure; RINSSUP: Restricted institutional support expenditure; RPLANT: Restricted operation and maintenance of plant expenditure; URSCHL: Unrestricted scholarship and fellowship expenditure; FAC1112: Faculty on 11/12 month contracts; REV5: Private gifts, grants and contracts/FTE; REV12: Private gifts grants and contracts/E&G revenue; REV14: Net current fund revenue/total current fund revenue; REV 15: Net E&G revenue/total E&G revenue; REV16: Net auxiliary enterprise revenue/total auxiliary enterprise; REV17: Auxiliary enterprise revenue/FTE; REV18: Net auxiliary revenue/current fund revenue; EXP2: Research expenditure/FTE; EXP3: Public service expenditure/FTE; EXP9: Restricted scholarships and fellowship; EXP12: Research expenditure/E&G expenditures; EXP14: Student services expenditure/E&G expenditures; EXP15: Institutional support expenditure/E&G expenditures; EXP17: Unrestricted scholarships and fellowship expenditures; EXP20: Library expenditures/instructional expenditures; EXP22: Student services expenditures/instructional expenditures; EXP24: Auxiliary enterprise expenditures per FTE; ASST1: Net investment in plant/plant debt; ASST2: Land assets per FTE; END5: Endowment yield b; END7: Net transfers, endowment fund; WC1: Sum (current fund and plant fund balance)/plant debt; WC3: Current fund balance /current fund expenditures; FF1: Restricted current fund revenue/total current fund revenue; FF2: Revenue dispersion measure (percent revenue from largest single source of income); FF3: FTE/total FT faculty; FF5: Net plant assets/plant debt; FF6: Interest on plant debt/total current fund expenditures; SAL2: Average faculty salary for faculty members on 9/10 month contracts; SAL3: Average faculty salary for faculty members on 11/12 month contracts; SAL4: Average benefits for faculty members on 9/10-month contracts; SAL5: Average benefits for faculty members on 11/12-month contracts; SAL6: Average benefits as a percent of aver-

age salary, faculty members on 9/10 month contracts; SAL7: Average benefits as a percent of average salary, faculty members on 11/12 month contracts

[11] Harman, 131.

[12] Suzanne B. Clery of JBL Associates furnished the peer group analysis for the two groups of 23 institutions.

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Higher Education Staff: Bearing the Brunt of Cost Containment

by Linda K. Johnsrud

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Colleges and universities spent much of the 1990s responding to calls to control costs and to increase productivity and efficiency. Most proposed strategies—from waste reduction to restructuring to retrenchment—were designed to protect the academic core. Administrators saw support personnel—employees whose work supports the academic mission of the institution—as more inviting targets.

Support personnel—60 percent of all college and university employees in 1995—bore the brunt of most cost containment efforts.[1] A 1997 NEA study of higher education staff, not surprisingly, revealed concern among respondents about outsourcing (48 percent), layoffs from downsizing (46 percent), increased performance expectations (38 percent), and job changes unaccompanied by higher wages (57 percent).[2]

This chapter compares 1993 and 1995 data on higher education support personnel and describes numerical, demographic, and salary trends. The chapter then discusses outsourcing—a key cost containment strategy—and its impact on support personnel working on college campuses.

Categories of Support Personnel

The National Center for Education Statistics provides data on eight classes of higher education personnel:[3]

Executive/administrative/managerial.
Faculty (instruction and research).
Instruction and research assistants.
Technical/paraprofessional.
Other professionals (support/service).
Clerical/secretarial.
Skilled crafts.
Service/maintenance.

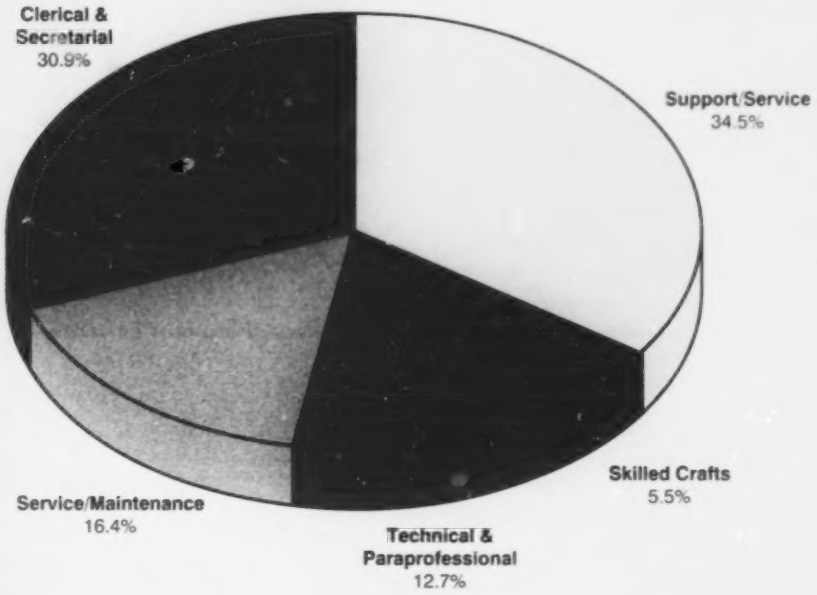
Our discussion focuses on the five groups of support personnel and excludes executives, faculty, and instruction and research assistants. We include "other professionals (support/service)," though their salaries and status differ from other support groups. These mid- and entry-level managers often have more responsibility than members of other support personnel groups, but they rarely have the authority of the executives or the faculty.[4] Their work lives and concerns—including threats of downsizing and outsourcing—are more analogous to support personnel.

U.S. Department of Education data from 1995 reveal substantial differences in the percentage distribution of support personnel by occupation in four-year and two-year postsecondary institutions (Figures 1 and 2). The support/service and clerical/secretarial groups were the two most heavily represented groups in four-year institutions—35 percent and 31 percent, respectively. Service/maintenance, technical/paraprofessional, and skilled crafts followed at 16 percent, 13 percent, and 6 percent, respectively.

Two-year colleges reported a reversed order among the top two groups: clerical/secretarial staff-39 percent; support/service professionals-24 percent. The technical/paraprofessional, service/maintenance, and skilled crafts groups followed at 19 percent, 16 percent, and 3 percent, respectively.

FIGURE 1

PERCENT SUPPORT PERSONNEL BY OCCUPATION, FOUR-YEAR COLLEGES, 1995



SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" survey, 1995.

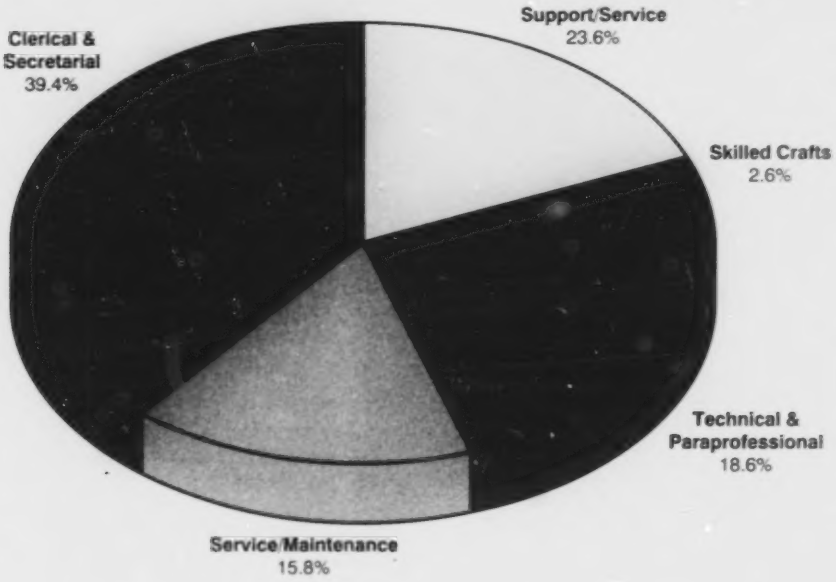
COMPARATIVE DATA

Occupational Group

The total support personnel staff employed in higher education increased from 1,298,442 to 1,367,015 (5.3 percent) between 1987 and 1995.[5] Figure 3 shows the number of support personnel by occupational group for 1987, 1991, 1993, and 1995. Support/service professionals showed the greatest percentage increase among support personnel over the period: 12.8 percent. The size of the technical/paraprofessional group increased by 37.8 percent between 1987 and 1991, before falling by 18.5 percent between 1991 and 1995; the overall increase was 12.3 percent. Similarly, the size of the skilled craft group increased by 9.9 percent between 1987 and 1991 before declining by 3.0 percent between 1991 and 1995. The service/maintenance group also showed a 1.5 percent increase between 1987 and 1991, but declined by 5.4 percent between 1987 and 1995.

FIGURE 2

PERCENT SUPPORT PERSONNEL BY OCCUPATION, TWO-YEAR COLLEGES, 1995



SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" survey, 1995.

In contrast, the clerical and secretarial group decreased in size by 5.2 percent between 1987 and 1991, before increasing by 6.9 percent between 1991 and 1995, an overall 1.3 percent increase.

The use of part-timers increased in every group of support personnel between 1993 and 1995 (Figure 4). Technical/paraprofessional workers showed the greatest increases (12.4 percent); followed by support/service and clerical/secretarial staff—7.7 percent and 7.2 percent, respectively. Skilled crafts and service/maintenance workers showed the smallest increases in part-time personnel: 5.4 percent and 0.03 percent, respectively.

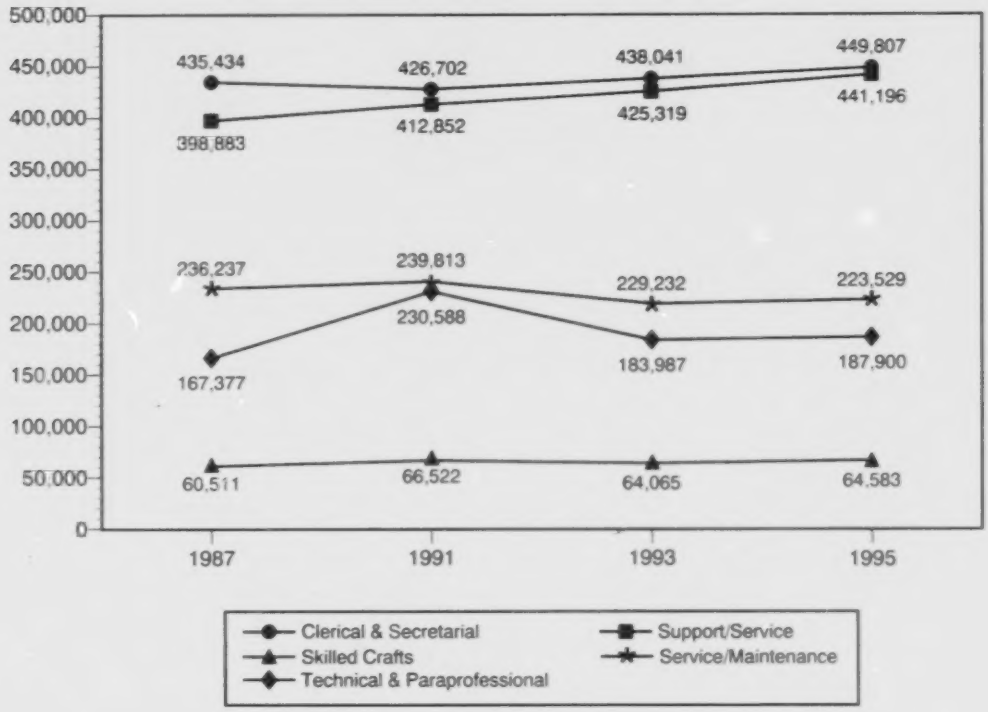
BY SEX

Representation by sex across the five groups of support personnel remained constant between 1993 and 1995—37 percent men and 63 percent women—and representation by sex within the groups varied in expected patterns (Figure 5). Women vastly outnumbered men among clerical/secretarial workers (88 percent vs. 12 percent); skilled trades showed the reverse pattern (94 percent vs. 6 percent). The technical/paraprofessional and support/service groups reported 60-40 percent proportions, favoring women; service/maintenance workers showed a 60-40 percent ratio favoring men.

Table 1 shows the percent change in representation by sex within occupational groups between 1993 and 1995. Men increased their presence in the clerical/secretarial group by 7.5 percent; women showed a 0.2 percent decrease. A similar move toward gender parity did not appear in the skilled trades—male representation increased by 1.0 percent; women's presence decreased by 1.8 percent. Increases in men's employment in the technical/professional group exceeded gains by women (4.8 percent vs. 1.1 percent). The same pattern held in support services (5.4 percent vs. 6.3 percent). Representation of men and women in the service/maintenance group decreased by 2.6 percent and 2.3 percent, respectively.

FIGURE 3

SUPPORT PERSONNEL BY YEAR, 1987, 1991, 1993, 1995



SOURCE: National Center for Education Statistics, "Higher Education General Information Survey (HEGIS), "Fall Staff" survey, 1976; U.S. Equal Employment Opportunity Commission "EEO-6 Higher Education Staff Information" survey, 1987-91; U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" surveys, 1993, and 1995.

BY RACE AND ETHNICITY

Representation of support personnel by race and ethnicity changed little between 1993 and 1995. The proportion of white staff members declined from 75 to 74 percent; the proportion of Hispanics increased from 5 to 6 percent. In 1995, 16 percent of support staff members were Black, 3 percent Asian/Pacific Islander, and 1 percent Native American (Figure 6).

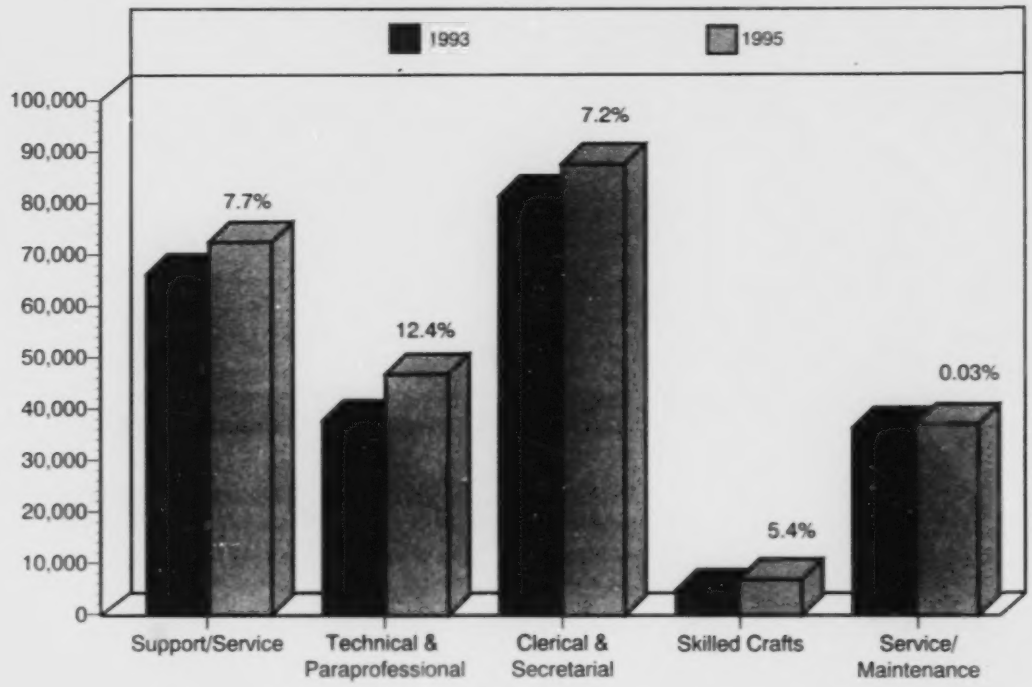
Representation of racial and ethnic groups varied considerably between occupational groups in 1995 (Table 2). The proportion of white staff ranged from 82.2 percent (support/service) to 58.7 percent (service/maintenance). Conversely, the proportion of Black staff varied from 29.1 percent (service/maintenance) to 15.6 percent (clerical/secretarial), 14.8 percent (technical/paraprofessional), and 9.1 percent (support/service). The representation of Hispanics closely paralleled the pattern for Black staff, ranging from 9.0 percent (service/maintenance) to 6.4 percent (clerical/secretarial), 5.5 percent (skilled crafts), and 3.4 percent (support/service).

Representation of Asian/Pacific Islanders ranged from 4.8 percent and 4.7 percent (technical/paraprofessional and support/service, respectively) to 1.2 percent (skilled crafts). The highest representations of Native Americans were 0.9 percent (skilled crafts) and 0.8 percent (service/maintenance).

Table 3 presents the numbers of support personnel by occupation and by racial and

FIGURE 4

PERCENT CHANGE, PART-TIME SUPPORT PERSONNEL, 1993-1995



SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" surveys, 1993, and 1995.

ethnic group for 1993 and 1995. Hispanics increased their representation in support/service (13.7 percent), technical/paraprofessional (13.5 percent), and clerical/secretarial jobs (10.5 percent). Representation of Native Americans increased in skilled crafts (17.5 percent), technical/paraprofessional (10.3 percent), and clerical/secretarial positions (8.5 percent), but declined in service/maintenance (-3.4 percent). Blacks lost ground in service/maintenance (-7.0 percent) and in technical/paraprofessional jobs (-1.6 percent), but gained in the support/service (4.5 percent), skilled crafts (3.1 percent), and clerical/secretarial (0.3 percent) groups.

The proportion of Asian/Pacific Islanders increased in every occupation, including support services (14.1 percent), service/maintenance (7.2 percent), and technical/paraprofessional (6.0 percent). Representation of white staff decreased in service/maintenance (-1.8 percent), skilled crafts (-0.1 percent), and clerical/secretarial (-0.7 percent) positions, but increased in the support/service (4.3 percent) and in technical/paraprofessional (1.5 percent) groups.

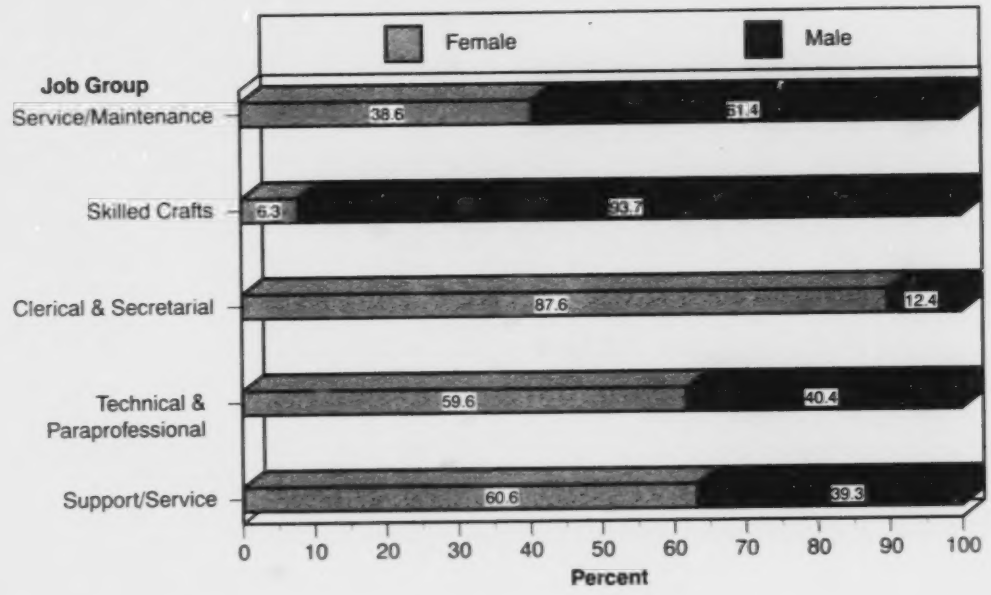
BY MEDIAN SALARY

Figure 7 portrays the median salaries of the support personnel by occupation and sex in 1995. Median salaries ranged from $17,559 for women and $20,645 for men in service/maintenance jobs to $33,213 and $35,854 for women and men, respectively, in support/service positions.

Men earned more in every group except clerical/secretarial positions, where median salaries were $21,230 for women and $21,126 for men.

FIGURE 5

PERCENT SUPPORT PERSONNEL, BY OCCUPATION AND SEX 1995



SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" survey, 1995.

TABLE 1

PERCENT CHANGE IN NUMBERS OF SUPPORT PERSONNEL BY OCCUPATION AND SEX, 1993–1995

Occupation and Sex	1993	1995	Percent Change
Service/Maintenance	229,232	223,529	-2.5%
Female	88,168	86,183	-2.3%
Male	141,064	137,346	-2.6%
Skilled Crafts	64,065	64,583	0.8%
Female	4,164	4,089	-1.8%
Male	59,901	60,494	1.0%
Clerical and Secretarial	438,041	441,196	0.7%
Female	387,143	386,490	-0.2%
Male	50,898	54,706	-7.5%

TABLE 1

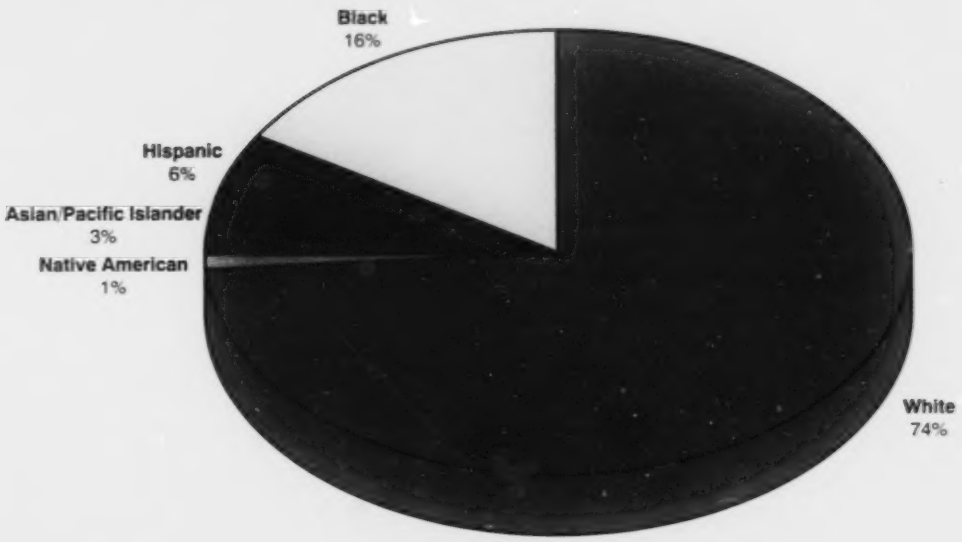
PERCENT CHANGE IN NUMBERS OF SUPPORT PERSONNEL BY OCCUPATION AND SEX, 1993–1995 (CONTINUED)

Occupation and Sex	1993	1995	Percent Change
Technical and Paraprofessional	183,987	187,900	2.1%
Female	110,746	111,904	1.1%
Male	73,241	75,996	4.8%
Support/Service	425,319	449,807	5.8%
Female	258,641	272,655	5.4%
Male	166,678	177,152	6.3%

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" surveys 1993 and 1995.

FIGURE 6

PERCENT DISTRIBUTION, SUPPORT PERSONNEL BY RACE/ETHNICITY 1995



SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" survey, 1995.

TABLE 2

NUMBERS AND PERCENT SUPPORT PERSONNEL, BY OCCUPATION AND RACE/ETHNICITY 1995

	Support/ Service	Technical & Paraprofessional	Clerical & Secretarial	Skilled Crafts	Service/ Maintenance
White	356,706	136,976	325,112	51,958	129,139
Black	39,767	27,249	67,736	7,186	64,254
Hispanic	14,568	10,089	27,675	3,647	19,766
Asian/Pacific Islander	20,537	8,219	12,345	778	5,250
Native American	2,162	1,173	2,713	585	1,666

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" survey, 1995.

Each group of support personnel enjoyed an increase in median salary between 1993 and 1995 (Table 4). The increases ranged from 7.1 percent (support/service) to 5.0 percent (skilled crafts). Percentage increases in median salary were higher for women in three groups: skilled crafts (6.0 percent vs. 4.7 percent), clerical/secretarial (5.7 percent vs. 3.7 percent), and technical/paraprofessional (5.7 percent vs. 5.1 percent). Men showed greater increases in service/maintenance jobs (7.0 percent vs. 6.0 percent); the difference was negligible in support services (5.3 percent vs. 5.2 percent).

Asian/Pacific Islanders earned the highest median salaries in each support personnel group in 1995 (Table 5). Blacks earned the lowest median salaries in three groups: skilled crafts, service/maintenance, and technical/paraprofessional. Native Americans earned the lowest median salaries in the support/service and the clerical/secretarial groups.

Table 6 displays percentage change in median salaries, by ethnicity, between 1993 and 1995. Native Americans showed the two greatest changes—10.2 percent (support/service) and 9.2 percent (service/maintenance)—but Native Americans remained the lowest paid ethnic group in 1995. Asian/Pacific Islanders received the next highest increase—7.9 percent (skilled crafts), and the smallest increase—0.1 percent (clerical/secretarial).

REDUCTIONS IN SUPPORT PERSONNEL

Efforts to reduce the size of the workforce had a differential impact on the five groups of higher education support personnel since 1991. The size of three support personnel groups declined between 1991 and 1995: technical/paraprofessional (18.5 percent); skilled crafts (3.0 percent); and service/maintenance (6.8 percent). Only support/service professionals and clerical/secretarial showed increases: 5.4 percent and 6.9 percent, respectively. The faculty and executive groups increased by 13 percent and 1.9 percent, respectively.[6]

Explaining how or why reductions took place requires close scrutiny of each group. Greater use of technology and the need for technically trained personnel helps to explain the 1987-1991 increase in the technical/paraprofessional group, but the ensuing decrease is not easily explained. The clerical/secretarial group showed the opposite pattern: The 1991-1995 increase followed a 5.2 percent decrease between 1987 and 1991. Increased use of technology in offices changed the skills required of secretaries—enough, in many cases, to change the job title. Use of the title "secretary," Professional Secretaries International (PSI) reported, declined from 46 percent to 31 percent of its membership between 1979 and 1993.[7] Again, this shift explains the 1987-1991 decrease, but not the 1991-1995 increase.

TABLE 3

PERCENT CHANGE IN NUMBER OF SUPPORT PERSONNEL, BY OCCUPATION AND RACE/ETHNICITY, 1993–1995

Occupation and Race/Ethnicity*	1993	1995	Percent Change
Service/Maintenance	229,232	223,529	-2.5
Asian/Pacific Islander	4,898	5,250	7.2
Black	69,058	64,254	-7.0
Hispanic	19,524	19,766	1.2
Native American	1,724	1,666	-3.4
White	131,565	129,139	-1.8
Skilled Crafts	64,065	64,583	0.8
Asian/Pacific Islander	735	778	5.9
Black	6,970	7,186	3.1
Hispanic	3,440	3,647	6.0
Native American	498	585	17.5
White	52,008	51,958	-0.1
Clerical & Secretarial	438,041	441,196	0.7
Asian/Pacific Islander	11,923	12,345	3.5
Black	67,516	67,736	0.3
Hispanic	25,050	27,675	10.5
Native American	2,501	2,713	8.5
White	327,483	325,112	-0.7
Technical and Paraprofessional	183,987	187,900	2.1
Asian/Pacific Islander	7,757	8,219	6.0
Black	27,684	27,249	-1.6
Hispanic	8,891	10,089	13.5
Native American	1,063	1,173	10.3
White	135,003	136,976	1.5
Support/Service	425,319	449,807	5.8
Asian/Pacific Islander	18,002	20,537	14.1
Black	38,049	39,767	4.5
Hispanic	12,813	14,568	13.7
Native American	2,000	2,162	8.1
White	341,919	356,706	4.3

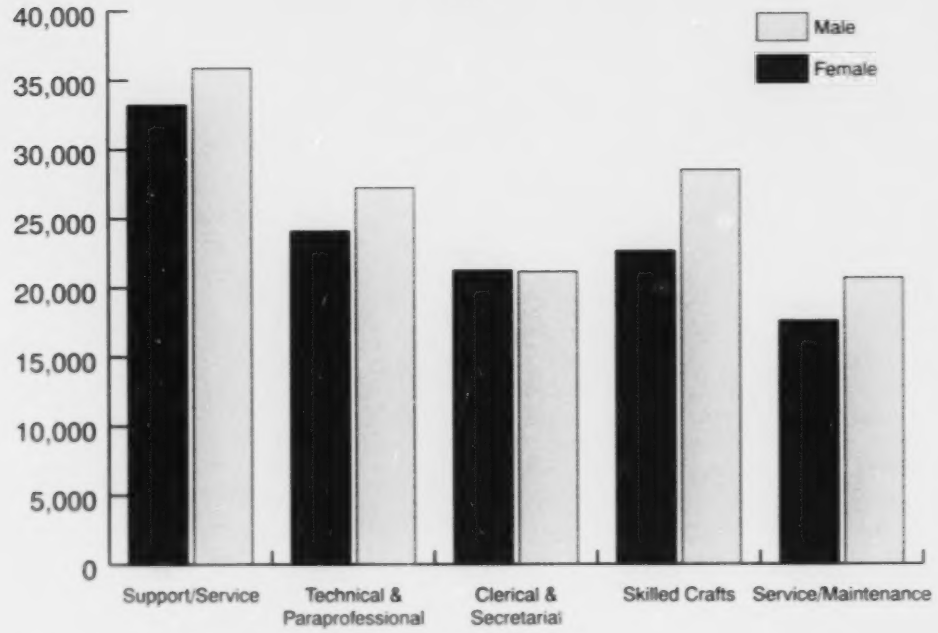
SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" surveys, 1993 and 1995.

**Although not displayed here, category totals also include nonresident alien and race/ethnicity unknown.*

Examining the percentage distribution of new hires helps us understand the place of support personnel in staffing priorities. The number of newly hired support/service and executive/administrative staff increased by 4 percent and 3 percent, respectively, between 1977 and 1995.[8] But the number of new hires decreased dramatically for service/maintenance, skilled crafts, clerical/secretarial and technical/paraprofessional staff: by 35 percent, 57 percent, 52 percent, 54 percent, and 30 percent, respectively.

FIGURE 7

MEDIAN SALARY SUPPORT PERSONNEL, BY OCCUPATION AND SEX
1995



SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" survey, 1995.

TABLE 4

PERCENT CHANGE IN MEDIAN SALARY OF SUPPORT PERSONNEL, BY OCCUPATION AND SEX, 1993-1995

Occupation and Sex	1993	1995	Percent Change
Service/Maintenance	18,178	19,467	7.0%
Female	16,571	17,559	6.0
Male	19,294	20,645	7.0
Skilled Crafts	26,880	28,206	5.0
Female	21,316	22,603	6.0
Male	27,211	28,499	4.7

TABLE 4

PERCENT CHANGE IN MEDIAN SALARY OF SUPPORT PERSONNEL, BY OCCUPATION AND SEX, 1993-1995 (CONTINUED)

Occupation and Sex	1993	1995	Percent Change
Clerical and Secretarial	20,108	21,221	5.5
Female	20,082	21,230	5.7
Male	20,380	21,126	3.7
Technical and Paraprofessional	23,893	25,204	5.5
Female	22,794	24,088	5.7
Male	25,882	27,193	5.1
Support/Service	32,517	34,854	7.1
Female	31,558	33,213	5.2
Male	34,064	35,854	5.3

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" surveys 1993 and 1995

TABLE 5

MEDIAN SALARY SUPPORT PERSONNEL BY OCCUPATION AND RACE/ETHNICITY 1995

	Support/ Service	Technical & Paraprofessional	Clerical & Secretarial	Skilled Crafts	Service/ Maintenance
White	35,037	26,201	21,319	25,913	19,914
Black	32,722	23,504	20,582	23,108	17,317
Hispanic	33,214	24,124	20,526	24,292	19,047
Asian/Pacific Islander	35,460	26,262	23,105	28,889	21,282
Native American	31,253	24,156	20,302	26,734	18,610

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" survey, 1995.

Declines in support staff numbers and in new hires resulted from strategies adopted to reduce personnel costs. Colleges and universities opted for the least painful cuts—leaving vacancies unfilled and encouraging early retirements—when facing budget shortfalls. But retrenchment by attrition and other short-term remedies may leave vital areas understaffed. Strategic planning, in contrast, focused on "outsourcing" that targeted support personnel.

OUTSOURCING SERVICES

Outsourcing occurs when a college contracts with an outside vendor to provide a service.[9] Colleges frequently outsourced bookstore and food services, but, during the last decade, the strategy spread to other support services, including health centers, custodial and maintenance services, grounds care, mail delivery, printing, security and safety, fundraising, facilities and arena management, housing operations, purchasing, communica-

TABLE 6

PERCENT CHANGE IN MEDIAN SALARY OF SUPPORT PERSONNEL, BY OCCUPATION AND RACE/ETHNICITY, 1993–1995

Occupation and Race/Ethnicity*	1993	1995	Percent Change
Service/Maintenance	18,178	19,467	7.0
Asian/Pacific Islander	20,212	21,282	5.3
Black	16,344	17,317	6.0
Hispanic	17,890	19,047	6.5
Native American	17,038	18,610	9.2
White	18,699	19,914	6.5
Skilled Crafts	26,880	28,206	5.0
Asian/Pacific Islander	26,777	28,889	7.9
Black	22,409	23,108	3.1
Hispanic	23,494	24,292	3.4
Native American	25,234	26,734	5.9
White	24,515	25,913	5.7
Clerical and Secretarial	20,108	21,221	5.5
Asian/Pacific Islander	23,087	23,105	0.1
Black	19,697	20,582	4.5
Hispanic	20,441	20,526	0.4
Native American	19,280	20,302	5.3
White	20,239	21,319	5.3
Technical and Paraprofessional	23,893	25,204	5.5
Asian/Pacific Islander	25,706	26,262	2.2
Black	22,076	23,504	6.5
Hispanic	23,473	24,124	2.8
Native American	23,003	24,156	5.0
White	24,859	26,201	5.4
Support/Service	32,517	34,854	7.1
Asian/Pacific Islander	34,754	35,460	2.0
Black	31,232	32,722	4.8
Hispanic	31,694	33,214	4.8
Native American	28,361	31,253	10.2
White	33,212	35,037	5.5

SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Data System (IPEDS), "Fall Staff" surveys, 1993 and 1995.

**Although not displayed here, category totals also include nonresident alien and race/ethnicity unknown.*

tions services, business services including accounting, billing, and payables, parking, and computing (IT/IS, administrative and academic).[10] Colleges, one consultant speculated, could hire private companies to perform up to 40 percent of support services.[11] Some colleges even contemplated the outsourcing of psychological services,[12] library technical services,[13] remedial instruction,[14] and real estate management.[15]

Outsourcing: Case Studies

Some notorious cases led analysts to study outsourcing practices at single institutions, since no national data set described the extent of the practice, the numbers of personnel who lost jobs, or the amounts of money saved. Outsourcing, many studies concluded, had substantial impact on the employees involved and often had a negative impact on campus morale.[16] In 1994 Hudson Valley Community College hired private companies to clean buildings, maintain payroll, and provide security.[17] The action, displacing 75 workers, resulted in pickets, petitions, and union grievances. The same year, Tufts negotiated with the union representing its custodians to contract out its cleaning work.[18] An agreement was reached, but a change of vendor in 1997 resulted in pay cuts for 71 employees. Again, professors, students, and community leaders supported the custodians.

Beginning in 1995, the University of Pennsylvania administration systematically determined whether the private sector could perform each business function more successfully. The review, now half-completed, reduced Penn's staff of 25,000 workers by 500 positions, mostly through outsourcing, thereby saving $60 million.[19] But the decision to contract with a real estate management firm led 175 affected white collar workers to file a class action suit, alleging that Penn outsourced its real estate operations to avoid paying benefits.[20]

Some analysts examined administrator and staff concerns when deciding to outsource work. Several researchers interviewed and surveyed dining service managers and hourly employees at the University of Texas at San Antonio, the University of Chicago, and Georgia Institute of Technology.[21] These participants—former university employees hired by the national company whose services were contracted—indicated they feared and resisted the notion of contracting prior to the change. But most fears, the respondents agreed, were unfounded. Benefits, participants noted, included improved physical working conditions, greater professionalism resulting from provided training, and higher quality service. Negative comments included a less relaxed work atmosphere, less overtime, and the need to adjust work schedules to the availability of work or to accept a layoff.

These findings did not address the impact on workers, if any, who lost their jobs when work was outsourced. Future retrenchment may occur even when a contractor initially hires former university employees.[22]

Collective Bargaining Contracts

Union membership and contract provisions may determine whether work may be outsourced, and worker protections when outsourcing occurs. The *NEA 1998 Almanac* surveyed the rates of union representation for professional/technical, clerical, and blue collar staff, analyzed the demographics of the unionized staff, and examined clauses in collective bargaining agreements that addressed outsourcing or subcontracting.[23]

Slightly over half of 149 examined contracts contained provisions on subcontracting.[24] These provisions gave managers considerable discretion to de-invest in support staff by subcontracting work. Half the provisions addressed layoffs caused by subcontracting; some prohibited such layoffs; others regulated the process. The study also noted some provisions for professional development and training for employees facing changing job requirements or layoffs. But most contracts allowed the administration to minimize these investments.[25]

Management Rationales for Outsourcing

Colleges look to outsourcing to contain costs and to reallocate savings to core functions. But savings from outsourcing are not automatic, and the amount of savings must be carefully calculated. Nonfinancial factors may help to explain a specific decision to outsource. Two nonmonetary factors, a scholar found, weighed heavily in a decision to privatize a university print shop: desires to "eradicate a difficult personnel and management problem," and to respond to a mandate from the governing board to use outsourcing strategically. Outsourcing the print shop produced only modest savings; and no resource reallocation took place—the savings went to the general fund. But the administration ridded itself of a personnel problem and demonstrated its willingness to comply with the governing board's wishes.[26]

Managing the expense of technological change in higher education is a perennial issue. But nonmonetary factors may prompt a

decision to outsource technological services: the demand for more and better services, the rapid pace of change, the lack of in-house expertise to evaluate, implement, and manage new technologies, and the large amount of management time and energy needed to maintain adequate service.[27] Outsourcing, one overview noted, may also help a college to avoid the costs of new equipment and technology, bring in new levels of expertise and business savvy, give current staff access to higher-level skills and training, gain control over the quality and efficiency of a function, take advantage of economies of scale enjoyed by vendors, and introduce competition to the campus.[28]

COSTS OF OUTSOURCING

Some constituencies might hotly debate the value of several of these "benefits." But even if all groups agreed on the benefits of outsourcing, colleges still face human costs—especially loss of jobs and jeopardy to the welfare of employees who served the institution. Layoffs may affect remaining colleagues as well as staff facing unemployment. Morale and productivity may suffer, and ill-will may persist indefinitely if outsourcing results in grievances and lawsuits.[29]

Other costs must also be weighed. Two analysts, for example, listed the potential costs if Brookdale Community College outsourced its information technology services. The vendor's interest in profitability may affect the quality and level of provided services, absent specificity in the contract; the service may not be responsive to institutional objectives, and outsourcing may involve hidden costs. Outsourcing may also produce a result difficult to measure or quantify: a compromised campus identity and sense of community.[30] Even colleges that contract out the design of their World Wide Web sites must determine how much freedom to give to the professional site designers and how to ensure the site reflects the ethos of the institution.[31]

Several analysts have commented on outsourcing psychological services in small, residential, highly selective, nonsectarian colleges that aim to develop the "whole person." Experience and diversity, clinical specialization and approach, and appreciation of the academic environment, these analysts contend, made on-campus staffs far preferable to off-campus services. Psychological services, they observed, are so integral to these campuses that "outsourced psychological services" is an oxymoron.[32]

The University of Pennsylvania administration outsourced its facilities-maintenance department, bookstore, faculty club staff, management of the campus dining facilities, construction-audit department, benefits administration, and tax preparation and advising. But even Penn was selective: The university did not farm out its information systems or the construction and management of its student residences. Both functions, noted a vice president, were considered "too important to Penn."[33]

Decisions To Outsource

Administrative and governing board decisions to outsource deserve careful scrutiny. A straightforward decision for business may be more complicated on campus.[34] One sign of complexity: the growing literature on "how to do it" and "how not to do it." Here is one list of guidelines for mitigating the negative repercussions of outsourcing:

- Outsource management personnel only.
- Downsize by attrition.
- Involve employees in vendor selection.
- Set clear contract terms and limits.
- Re-bid the contract often.[35]

Some instances of outsourcing may be well-managed and attain a campus consensus. A taskforce informed the decision to privatize graduate student apartments at the University of Maryland at College Park. The group conducted six months of meetings and briefings with faculty and students before making the decision.[36] Explaining the rationale and benefits of privatization and seeking broad campus input, though time-consuming for the developer, built trust invaluable to the success of the venture. But most decisions to outsource usually entail a negative impact on some support personnel, even in well-managed instances.

OUTSOURCING: NEA POLICY

Nearly 50 national unions represent higher education support staff.[37] The

American Federation of State, County and Municipal Employees (AFSCME) represents the largest number (over 160,000); seven other unions, including NEA, represent over 10,000 each. Most unions, including NEA, oppose outsourcing:

> The National Education Association opposes subcontracting-contracting out in all public school districts and educational institutions. The Association further believes that school districts and educational institutions should not enter into subcontracting agreements that transfer or displace education employees, that replace full-time positions with temporary, part-time, or volunteer workers, or that abrogate previously contracted benefits, reduce compensation, deny fringe benefits, and/or reduce or eliminate accumulated retirement experience and benefits.[38]

Contract language is key to protecting employees from management efforts to outsource. But many employees, noted the 1997 NEA study of higher education staff, did not know or understand all relevant provisions.[39] About one-third of respondents did not know whether "just cause" provisions—protecting workers from arbitrary or unfair dismissals and from involuntary work site transfers, or delineating layoff and recall procedures—covered employees in their classification. Over one-half of the respondents did not know whether any of the nine companies that frequently provided outsourced services held contracts on their campuses.

This chapter may help to raise the awareness of support staff to their contractual rights and to the potential impact of outsourcing decisions. *Contracting Out: Strategies for Fighting Back*, an NEA guide, aims to help employees faced with job outsourcing. The guide focuses on school employees, but many strategies are relevant to higher education.[40]

STRATEGIES TO COUNTER OUTSOURCING

Workers may resist efforts to contract out, the NEA guide suggests, through proactive moves to assure cost effectiveness and increase productivity. Non-cost-effective operations, writes one analyst, are ripe for outsourcing.[41] Colleges should scrutinize *all* programs and services—no matter how central or how high a priority, writes another analyst.[42] Campus-wide efforts to reduce waste and increase efficiency require leadership and communication within units and from the highest levels of the institution.

Cost containment and revenue enhancement strategies, short of outsourcing, may come at a lower price. Metropolitan universities, for example, can partner with other colleges or build alliances with school districts or other agencies.[43] Other options include centralizing or decentralizing functions and services; changing levels of service; regulating the demand for services through pricing; and using technology strategically. Small colleges may also reduce specialization, find multiple uses for physical assets, and undertake joint ventures.[44] Finally, colleges may "contract in"—examine outsourced functions to see if in-house expertise can accomplish the service more efficiently or effectively.

Some colleges raised morale, reduced attrition, and increased the productivity of support staff by addressing worklife issues. The University of Massachusetts-Boston enrollment services division, for example, improved new staff orientation, established a team approach to services, increased the training and information shared for all team members, instituted a career development program, and demonstrated appreciation to staff for jobs well done.[45] Some analysts urged attention to the career development of technical employees to save on the cost of developing managers.[46] A 10-year-old program at Vanderbilt University for staff in the business and finance units resulted in greater productivity and training, and in more staff-generated ideas for growth and efficiency.[47] This "Service with Enthusiasm" program attempted to strengthen employee identification with the university's culture by connecting the work of each staff member to the accomplishments of the institution.

CONCLUSION

Colleges and universities are labor intensive; that is, they depend on hundreds of employees—including support staff—to create a culture and climate conducive to their academic mission. But colleges and universi-

ties are also weak in human resource management; senior administrators could do far more to demonstrate that they value workers who support the academic mission. Well-treated employees are more committed to institutional well-being and will go the extra mile to find ways to cut costs and increase productivity. Colleges and universities that want hard-working, loyal employees must provide competitive salaries and benefits, pleasant and healthy working conditions, recognition for jobs well done, skill development and training—particularly essential if jobs are changing or expanding—and staff involvement in decisions that affect staff.[48]

The size of three of the five groups of support personnel declined in this decade. Administrators should show deep concern for the impact of tough restructuring, retrenchment, or outsourcing decisions on employees who served the institution. Support staff members may not like all decisions, but adverse decisions will be less destructive if staff feel that administrators defended their interests, treated them honestly and fairly, and listened to their views. Campus services should be efficient and effective, but no one segment of higher education staff should bear the brunt of cost containment.

Process remains critical once decisions are made. Communicating with and accommodating affected staff members should be top priorities: salary adjustments, furloughs, reassignments, retraining, increased responsibilities, opportunities to move with the institution or system, career counseling, early retirement, buy-outs, and severance pay can ease an otherwise horrific experience.

Cost containment is vital to the health of higher education. Colleges, and all sub-units, should continually search out redundant, inefficient, out-dated, or peripheral programs and services, and identify less costly ways to deliver needed services. Protecting the academic core does not immunize instructional units from efforts to increase efficiency and productivity.

Support staff provide critical services to the college campus. These colleagues should be hired in good faith, treated with respect and dignity, and protected from personnel practices that disregard their years of committed service and their future well-being.

NOTES

[1] The breakdown for the remaining 40 percent of employees: faculty-35 percent; executive-administrative-managerial staff-five percent. Data source is the 1993 Staff Survey, part of the Integrated Postsecondary Education Data System (IPEDS), an annual survey conducted by the National Center for Education Statistics, U.S. Department of Education (National Education Association, 1997c).

[2] Johnsrud, 1999.

[3] National Center for Education Statistics, 1998.

[4] Johnsrud, 1996.

[5] National Center for Education Statistics, 1998.

[6] Ibid.

[7] Kerka, 1995.

[8] National Education Association, 1998b. Data source is the 1995 Staff Survey, part of the Integrated Postsecondary Education Data System (IPEDS), an annual survey conducted by the National Center for Education Statistics, U.S. Department of Education.

[9] Kaganoff, 1998.

[10] Thompson and Morgovsky, 1996.

[11] Mercer, 1995.

[12] Webb, Widseth, and John, 1997.

[13] Nuzzo, 1999.

[14] Gose, 1998.

[15] Doctrow, Sturtz and Lawrence, 1996.

[16] Ender & Mooney, 1994.

[17] Nicklin, 1994.

[18] Nicklin, 1997.

[19] Van der Werf, 1999.

[20] Haworth, 1997.

[21] Dillon, 1996.

[22] Nicklin, 1997.

[23] Unionization rates for the respective groups were: 15 percent, 37 percent, and 43 percent. National Education Association, 1998a, 109.

[24] Ibid.

[25] Ibid.

[26] Jefferies, 1996.

[27] Thompson & Morgovsky, 1996.

[28] Kaganoff, 1998.

[29] Thompson & Morgovsky, 1996.

[30] Ibid.

[31] Fiore,1997.

[32] Webb, Widseth and John, 1997.

[33] Van der Werf, 1999.

[34] Jefferies, 1996.

[35] Ender & Mooney, 1994.

[36] Doctrow, Sturtz, Lawrence, 1996.

[37] Rhoades & Maitland, 1998.

[38] National Education Association, 1997b.

[39] Johnsrud, 1999.

[40] Contact the Office of Higher Education, National Education Association, 1201 Sixteenth Street, N.W., Washington, DC 20036 for copies of this guide.

[41] Nuzzo, 1999.

[42] Maydew,1992.

[43] Ender & Mooney, 1994.

[44] Ibid.

[45] Hartnagel, 1986.

[46] Sayer & Stauffer, 1995.

[47] Jenkins & Mezera, 1997.

[48] Johnsrud, 1996.

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PART II
FACULTY SALARY REPORT

1998-99 FACULTY SALARY REPORT

The 1998-99 institutional faculty salary report provides salary and compensation information for the 3,128 institutions in NEA's faculty salary universe. The data are organized by state, institutional type, and control. The data are provided by the U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System's Preliminary Salary Data for 1998-99.

The detailed data reported are for faculty on 9/10 month contracts only (barring the percent of faculty on 11/12 month contracts column). A national summary of faculty on 11/12 month contracts follows. Changes in average faculty salaries are reported only for institutions responding to the NCES's Salary Surveys in both 1997-98 and 1998-99. All dollar amounts are reported in thousands of dollars.

Definitions for the institutional report column headings are as follows:

PROF ($):	Average salary for professors on 9/10 month contracts, in thousands of dollars.
ASSC ($):	Average salary for associate professors on 9/10 month contracts, in thousands of dollars.
ASST ($):	Average salary for assistant professors on 9/10 month contracts, in thousands of dollars.
INST/ LECT ($):	Average salary for instructors and/or lecturers on 9/10 month contracts, in thousands of dollars.
NO RANK ($):	Average salary for faculty on 9/10 month contracts with no rank, in thousands of dollars.
AVG ($):	Average salary for faculty on 9/10 month contracts, in thousands of dollars.
% CHG (%):	Percent change in average faculty salary from 1996-97 to 1997-98.

OF FAC (#): Number of full-time faculty on 9/10 month contracts.

% FEM (%): Percent of faculty on 9/10 month contracts that are female.

% TNRD (%): Percent of faculty on 9/10 month contracts that are tenured.

% 11/12 (%): Percent of all faculty in the institution that are on 11/12 month contracts.

AVG BENE ($): Average benefits for faculty on 9/10 month contracts, in thousands of dollars.

The following notes are used throughout the report:

(1) Based on data as reported by the institution.

(2) Nonresponding institution, data are not imputed.

(3) Nonresponding institution, data are imputed based on previous year.

\+ Data suppressed for confidentiality purposes.

* Due to suppression of data in one or more ranks for confidentiality purposes, the institution's average salary has been computed from the averages shown in the ranks of this report.

AVERAGE SALARY, BENEFITS, NUMBER OF FACULTY AND PERCENT OF FACULTY TENURED, FACULTY ON 11/12 MONTH CONTRACTS BY INSTITUTIONAL TYPE AND CONTROL 1998-99

Offering Level	Control: Public	Control: Independent	Average of All Faculty
AA			
Average salary	$44,442	$32,768	$45,483
Number of faculty	13,242	976	14,218
Average benefits	$10,650	$7,635	$10,499
Percent tenured	63.1%	64.9%	63.2%
BA			
Average salary	$55,159	$40,418	$43,606
Number of faculty	473	1,647	2,120
Average benefits	$12,652	$9,392	$10,122
Percent tenured	49.5%	48.9%	49.2%
BA+			
Average salary	$63,396	$48,515	$54,393
Number of faculty	3,370	4,917	8,287
Average benefits	$13,900	$11,228	$12,345
Percent tenured	69.3%	42.9%	56.1%
Doctoral			
Average salary	$76,222	$68,660	$74,207
Number of faculty	27,988	9,653	37,641
Average benefits	$15,935	$15,107	$15,724
Percent tenured	61.2%	41.0%	56.1%

SOURCE: NCES, IPEDS Preliminary Faculty Salary Data, 1998-99.

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
ALABAMA												
Public												
AA												
Alabama Aviation and Technical College (4)	--	--	--	--	--	42.0	--	14	--	--	--	--
Alabama Southern Community College (1)	--	--	--	--	41.6	41.6	7.0	36	50	78	--	7.6
Bessemer State Technical College (1)	--	--	--	--	42.8	42.8	7.8	38	53	79	17	7.7
Bevill State Community College (1)	--	--	--	--	42.2	42.2	10.1	78	40	94	10	7.8
Bevill State Comm College-Walker Coll ege Camp (1)	--	--	--	--	39.0	*39.0	--	16	13	--	--	7.3
Bishop State Community College (1)	--	--	--	--	41.6	41.6	11.7	111	55	82	2	7.7
Central Alabama Community College (1)	--	--	--	--	42.7	42.7	12.5	45	42	78	4	7.7
Chattahoochee Valley Community College (1)	--	--	--	--	42.8	42.8	11.3	35	54	71	--	10.3
Chauncey Sparks State Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Douglas MacArthur State Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Enterprise State Junior College (1)	--	--	--	--	45.0	45.0	11.1	35	51	83	--	8.7
Gadsden State Community College (1)	--	--	--	--	42.9	42.9	9.5	121	54	80	--	7.8
George C Wallace State Comm College-Hanceville (1)	--	--	--	--	39.2	39.2	10.5	117	60	78	--	7.5
George C Wallace State Comm College-Dothan (1)	--	--	--	--	45.4	45.4	13.5	107	46	93	--	8.2
George C Wallace State Community College-Selma (1)	--	--	--	--	43.6	43.6	15.2	51	47	88	--	8.2
Harry M Ayers State Technical College (1)	--	--	--	--	39.8	39.8	5.7	25	48	56	19	7.4
J F Drake State Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
James H Faulkner State Community College (1)	--	--	--	--	40.9	40.9	11.4	37	41	78	27	7.6
Jefferson Davis Community College (1)	--	--	--	--	40.4	40.4	10.2	37	46	78	20	7.7
Jefferson State Community College (1)	--	--	--	--	43.8	43.8	12.4	89	58	78	5	7.9
John C Calhoun State Community College (1)	--	--	--	--	44.0	44.0	11.1	117	55	86	--	8.1
John M Patterson State Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Lawson State Community College (1)	--	--	--	--	45.4	45.4	14.5	47	53	83	--	8.5
Lurleen B Wallace Junior College (1)	--	--	--	--	41.1	41.1	12.1	22	45	73	--	7.5
Northeast Alabama State Community College (1)	--	--	--	--	43.2	43.2	12.6	31	55	84	16	7.8
Northwest Shoals Comm College-Muscle Shoals (1)	--	--	--	--	42.8	42.8	9.7	68	46	90	3	9.2
Reid State Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Shelton State Community College (1)	--	--	--	--	38.8	38.8	15.0	78	60	65	8	8.2
Snead State Community College (1)	--	--	--	--	40.6	40.6	8.5	13	54	77	46	7.4
Southern Union State Community College (1)	--	--	--	--	40.4	40.4	12.2	76	63	82	1	7.7
Trenholm State Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Athens State University (1)	63.6	53.3	45.5	--	--	52.0	15.9	69	45	72	10	8.9
BA+												
Alabama State University (1)	54.9	45.9	40.3	32.9	--	42.2	10.1	192	46	49	4	7.0
Jacksonville State University (1)	60.8	45.1	39.8	36.5	--	44.4	--	219	45	41	16	10.2
Troy State University-Dothan (1)	51.5	50.0	41.5	--	--	*46.2	9.2	41	34	46	20	7.9
Troy State University-Main Campus (1)	57.2	47.2	39.0	30.0	--	*43.5	--	87	46	63	48	7.4
Troy State University-Montgomery (1)	--	+	45.8	--	--	*45.8	5.9	7	43	--	80	5.2
Troy State University-Phenix City (1)	--	--	--	--	--	--	--	--	--	--	--	--
University of Montevallo (1)	52.3	44.2	34.6	30.9	--	42.0	8.3	134	43	54	--	10.4
University of North Alabama (1)	57.7	49.8	43.0	37.1	--	48.4	12.0	168	42	72	7	9.2
University of South Alabama-Baldwin (1)	--	--	--	--	--	--	--	--	--	--	--	--
University of West Alabama (1)	+	38.8	32.1	22.4	--	*33.7	--	27	41	48	68	8.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
Doctoral												
Alabama A & M University (1)	51.7	44.0	37.5	28.6	--	41.3	6.3	237	32	42	--	8.0
Auburn University Main Campus (1)	69.7	50.3	43.6	28.8	--	52.1	7.4	727	27	69	36	8.8
Auburn University-Montgomery (1)	56.6	45.9	40.5	30.9	--	44.2	6.4	168	44	62	13	7.6
University of Alabama (1)	73.3	52.9	43.3	30.3	--	* 55.2	--	749	31	65	4	12.4
University of Alabama at Birmingham (1)	68.0	50.5	43.7	30.5	--	* 50.6	--	318	30	61	54	15.8
University of Alabama in Huntsville (1)	68.9	49.2	44.4	31.8	48.8	50.3	8.5	221	35	52	18	11.0
University of South Alabama (1)	65.6	51.1	45.2	34.6	--	50.5	--	291	30	54	33	9.1
Independent												
AA												
Faulkner University (1)	--	--	--	--	--	--	--	--	--	--	--	--
Faulkner University-Birmingham (1)	--	--	--	--	--	--	--	--	--	--	--	--
Faulkner University-Florence (3)	--	--	--	--	--	--	--	--	--	--	--	--
Faulkner University-Mobile (1)	--	--	--	--	--	--	--	--	--	--	--	--
Marion Military Institute (1)	--	--	--	--	27.1	27.1	3.0	22	36	23	--	2.8
BA												
Concordia College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Huntingdon College (1)	44.1	38.4	34.9	--	--	* 38.5	--	44	36	73	--	8.5
International Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Judson College (1)	44.9	+	32.5	24.7	--	* 34.2	0.1	25	60	24	--	6.2
Miles College (1)	+	29.2	26.2	22.4	--	* 24.9	14.8	38	42	3	19	3.2
Oakwood College (1)	36.8	34.8	32.9	30.6	--	* 33.8	--	75	49	24	18	9.0
Southeastern Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Stillman College (1)	41.2	33.9	30.0	28.2	--	* 33.9	--	57	51	54	7	13.2
Talladega College (1)	31.5	28.8	30.5	--	--	* 30.7	-0.5	35	46	40	10	4.9
BA+												
Birmingham Southern College (1)	59.7	47.2	41.6	--	--	* 51.0	--	93	34	68	--	14.0
Faulkner University (1)	47.5	29.0	33.1	24.7	--	* 34.0	-1.6	27	44	37	39	6.9
Spring Hill College (1)	48.1	38.5	35.7	26.8	--	* 41.5	--	64	31	67	--	8.1
University of Mobile (1)	36.6	34.1	27.0	23.0	--	* 31.2	--	87	55	25	9	7.2
Doctoral												
Samford University (1)	69.7	49.8	39.6	31.6	--	52.8	3.3	188	40	49	23	12.2
Southern Christian University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Tuskegee University (1)	49.8	41.3	35.6	27.7	--	40.3	7.6	220	30	48	5	8.7
United States Sports Academy (1)	--	--	--	--	--	--	--	--	--	--	100	--
ALASKA												
Public												
AA												
Prince William Sound Community College (1)	66.8	+	+	--	--	* 66.8	-3.0	6	83	83	--	18.3
BA+												
University of Alaska Anchorage (1)	65.5	52.4	43.8	40.2	+	* 52.9	--	334	41	67	1	16.0
University of Alaska Southeast (1)	63.3	50.6	40.0	--	--	* 47.5	2.4	67	37	42	--	13.9
Doctoral												
University of Alaska Fairbanks (1)	68.8	55.4	43.9	40.1	37.8	* 53.6	--	246	34	59	--	15.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Trnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Independent												
BA												
Sheldon Jackson College (1)	+	+	30.7	--	--	* 30.7	-0.2	14	50	--	22	6.2
BA+												
Alaska Pacific University (4)	--	--	--	--	--	43.5	--	28	--	--	--	--
ARIZONA												
Public												
AA												
Arizona Western College (1)	--	--	--	--	37.2	37.2	-2.8	99	49	--	--	8.2
Central Arizona College (1)	--	--	--	--	46.1	46.1	2.0	76	41	--	15	9.0
Chandler/Gilbert Community College (1)	--	--	--	--	58.4	58.4	1.7	47	51	60	--	11.3
Cochise College (1)	--	--	--	40.8	--	40.8	5.3	92	43	--	13	7.0
Coconino County Community College (1)	--	--	--	--	42.9	42.9	1.8	23	57	--	--	9.0
Din-E College (1)	--	--	--	--	29.7	29.7	-1.1	55	45	--	--	5.4
Eastern Arizona College (1)	--	--	--	--	41.8	41.8	2.7	62	32	--	14	11.1
Estrella Mountain Community College (1)	--	--	--	--	53.6	53.6	3.4	30	53	23	--	10.7
Gateway Community College (1)	--	--	--	--	60.0	60.0	1.9	62	68	63	--	11.5
Glendale Community College (1)	--	--	--	--	62.0	62.0	0.9	207	42	80	--	11.7
Mesa Community College (1)	--	--	--	--	61.7	61.7	2.9	222	48	79	--	11.7
Mohave Community College (1)	--	--	--	--	40.5	40.5	2.4	56	50	--	--	7.9
Northland Pioneer College (1)	--	--	--	--	37.8	37.8	8.1	46	43	--	8	7.4
Paradise Valley Community College (1)	--	--	--	--	59.9	59.9	3.6	66	47	64	--	11.5
Phoenix College (1)	--	--	--	--	61.9	61.9	1.2	142	64	73	--	11.7
Pima Community College (1)	--	--	--	--	44.7	44.7	1.8	285	50	--	--	7.1
Rio Salado Community College (1)	--	--	--	--	59.7	59.7	1.0	16	56	63	--	11.3
Scottsdale Community College (1)	--	--	--	--	60.4	60.4	0.9	129	43	74	--	11.5
South Mountain Community College (1)	--	--	--	--	59.3	59.3	-1.0	44	61	73	--	11.4
Yavapai College (1)	--	--	--	--	40.7	40.7	-0.5	82	37	--	--	6.7
BA+												
Arizona State University East (1)	67.7	56.2	52.7	42.1	+	* 57.6	--	49	12	55	--	12.0
Arizona State University-West (1)	77.0	59.2	47.6	41.4	21.7	* 51.9	--	209	53	42	--	9.9
Doctoral												
Arizona State University-Main Campus (1)	77.7	57.5	47.6	33.6	28.8	60.4	3.8	1,471	33	67	6	12.4
Northern Arizona University (1)	65.7	52.0	40.5	30.4	--	49.0	4.1	654	40	55	--	11.6
University of Arizona (1)	79.4	54.3	48.5	45.0	--	64.9	4.4	1,124	29	77	17	12.4
Independent												
AA												
Arizona Institute of Business and Technology (1)	--	--	--	--	--	--	--	--	--	--	--	--
Arizona Institute of Business and Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Arizona Institute of Business and Technology (1)	--	--	--	--	--	--	--	--	--	--	--	--
Denver Business College (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA	--											
Southwestern Conservative Baptist Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA+												
American Graduate School of International Mgt (1)	74.6	63.1	56.1	--	--	* 65.9	--	95	27	51	3	12.9
Grand Canyon University (1)	39.7	34.0	28.2	21.0	16.8	30.9	-10	82	51	34	12	8.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
Ottawa University-Phoenix (1)	--	--	--	--	--	--	--	--	--	--	100	--
Prescott College (1)	--	--	--	24.3	37.4	33.3	--	58	38	--	18	4.6
ARKANSAS												
Public												
AA												
Arkansas State University-Beebe Branch (1)	+	33.4	33.7	29.0	--	*32.2	--	68	43	34	12	9.2
Arkansas State University-Mountain Home (1)	+	--	36.9	31.5	--	*32.9	--	26	35	--	--	9.2
Black River Technical College (1)	--	--	--	--	33.7	33.7	8.4	34	62	--	11	9.6
Cossatot Technical College (1)	--	--	--	--	29.9	29.9	0.0	26	69	--	21	8.4
Delta Technical Institute (1)	--	--	--	--	32.2	32.2	--	28	64	100	--	7.6
East Arkansas Community College (1)	--	--	--	--	35.5	35.5	7.6	35	66	--	24	9.0
Garland County Community College (1)	--	--	--	--	36.7	36.7	0.1	51	67	--	20	8.8
Mid-South Community College (1)	--	--	--	--	31.9	31.9	-2.1	15	53	--	29	8.7
Mississippi County Community College (1)	--	--	--	--	37.3	37.3	7.3	38	63	--	10	10.7
North Arkansas College (1)	--	--	--	--	38.5	38.5	7.2	55	45	--	17	11.3
Northwest Arkansas Community College (1)	--	--	--	--	33.1	33.1	-1.8	56	57	--	16	9.9
Ouachita Technical College (1)	--	--	--	--	33.5	33.5	7.0	28	46	--	7	9.1
Ozarka Technical College (1)	--	--	--	--	30.5	30.5	0.5	16	56	--	16	9.4
Petit Jean College (1)	--	--	--	--	31.3	31.3	2.3	38	63	--	--	8.6
Phillips Community College of the University of Ar (1)	--	--	--	--	30.9	30.9	-5.1	67	70	--	6	8.1
Pulaski Technical College (1)	--	--	--	--	33.3	33.3	3.3	51	45	--	--	8.9
Rich Mountain Community College (1)	--	--	--	--	38.3	38.3	1.7	15	40	--	12	10.2
South Arkansas Community College (1)	--	--	--	--	39.4	39.4	6.7	33	58	48	28	10.6
Southeast Arkansas College (1)	--	--	--	--	35.3	35.3	3.8	30	63	--	14	9.5
Southern Arkansas University Tech (1)	--	--	--	--	35.0	35.0	-1.1	27	48	--	7	9.2
University of Arkansas Comm College-Batesville (1)	--	--	--	--	31.8	31.8	2.0	22	55	--	19	7.9
University of Arkansas Community College at Hope (1)	--	--	--	--	29.9	29.9	-0.8	44	39	--	--	9.0
BA												
Westark College (1)	--	--	--	--	35.4	35.4	2.8	98	45	68	30	9.7
BA+												
Arkansas Tech University (1)	50.1	43.8	36.9	29.9	--	41.0	2.3	166	42	57	11	9.7
Henderson State University (1)	50.8	44.8	36.7	30.9	--	44.0	5.3	146	35	64	3	11.2
Southern Arkansas University Main Campus (1)	54.0	43.8	37.6	30.0	--	43.2	--	98	47	59	18	10.8
University of Arkansas at Monticello (1)	48.5	40.2	37.7	30.3	--	*38.5	--	91	36	53	20	8.6
University of Arkansas at Pine Bluff (1)	47.6	43.3	37.7	29.8	--	37.6	3.4	117	46	44	33	9.5
Doctoral												
Arkansas State University-Main Campus (1)	60.7	49.6	39.5	30.9	--	44.8	4.2	376	39	51	11	11.1
University of Arkansas at Fayetteville (1)	69.6	53.3	46.4	28.0	--	52.7	4.4	515	34	53	36	12.2
University of Arkansas at Little Rock (1)	62.3	48.4	44.2	31.7	+	*49.4	--	342	38	63	7	10.1
University of Arkansas for Medical Sciences (1)	--	+	+	--	--	+	--	4	100	--	97	9.0
University of Central Arkansas (1)	56.5	47.9	40.8	31.9	--	43.6	5.1	327	43	52	12	10.1
Independent												
AA												
Crowleys Ridge College (1)	+	+	+	--	--	+	7.4	7	43	--	13	0.5
Shorter College (1)	--	--	+	--	--	+	0.4	5	40	--	--	0.1
BA												
Arkansas Baptist College (1)	+	+	--	--	--	+	18.4	6	50	83	40	1.7

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Central Baptist College (1)	30.9	+	+	--	--	*30.9	14.0	13	31	--	--	6.0
Lyon College (1)	53.4	44.1	34.8	--	--	*41.7	--	44	30	45	--	9.6
Ouachita Baptist University (1)	52.7	43.2	37.4	29.7	--	42.0	--	108	26	56	--	11.5
Philander Smith College (1)	33.3	26.5	24.5	20.1	--	25.3	--	38	37	24	--	7.4
University of the Ozarks (1)	38.5	35.3	31.9	--	--	*35.7	--	31	32	68	--	5.1
Williams Baptist College (1)	+	32.1	27.7	--	--	*29.1	8.5	26	50	8	--	8.0
BA+												
Harding University (1)	48.1	43.6	37.4	26.9	--	42.7	--	182	29	47	--	10.3
Hendrix College (1)	57.8	47.2	39.9	--	--	*50.2	--	67	27	81	--	14.5
John Brown University (1)	45.3	39.3	31.5	29.5	--	*39.0	--	58	22	--	11	9.1
CALIFORNIA												
Public												
AA												
Allan Hancock College (1)	--	--	--	--	57.7	57.7	9.0	100	40	75	1	12.9
American River College (1)	--	--	--	--	58.1	58.1	3.0	251	46	80	--	9.8
Antelope Valley College (1)	61.1	61.6	56.8	64.6	51.0	*58.6	--	111	46	84	7	12.8
Barstow College (1)	--	--	--	--	58.3	58.3	6.3	25	12	84	--	12.2
Butte College (1)	--	--	--	--	58.1	58.1	5.2	137	39	80	1	11.6
Cabrillo College (1)	--	--	--	--	59.8	59.8	6.4	117	44	78	1	6.4
Canaua College (4)	--	--	--	--	--	60.1	--	46	--	--	--	--
Cerritos College (1)	--	--	--	--	60.7	60.7	4.2	232	46	82	1	--
Chabot College (1)	--	--	--	--	58.4	58.4	3.6	145	38	94	--	11.7
Chaffey Community College (1)	--	--	--	--	62.9	62.9	1.0	160	48	82	8	11.0
Citrus College (1)	--	--	--	--	55.3	55.3	6.0	127	41	69	15	11.7
City College of San Francisco (1)	68.2	56.3	--	52.0	--	67.7	15.1	610	54	98	--	12.7
College of Alameda (4)	--	--	--	--	--	--	--	--	--	--	--	--
College of Marin (1)	--	--	--	--	62.0	62.0	4.2	114	45	88	--	6.2
College of San Mateo (4)	--	--	--	--	--	58.0	--	130	--	--	--	--
College of the Canyons (4)	--	--	--	--	--	63.8	--	61	--	--	--	--
College of the Desert (1)	62.6	54.1	48.3	40.6	--	*57.2	--	85	35	87	12	12.7
College of the Redwoods (1)	--	--	--	--	52.7	52.7	10.0	98	34	74	--	11.8
College of the Sequoias (1)	--	--	--	--	59.0	59.0	10.8	146	44	69	--	11.7
College of the Siskiyous (1)	--	--	--	--	49.8	49.8	13.4	40	45	85	23	10.9
Columbia College (1)	--	--	--	--	56.6	56.6	11.0	43	30	58	--	14.9
Contra Costa College (4)	--	--	--	--	--	65.0	--	101	--	--	--	--
Cosumnes River College (1)	--	--	--	--	87.3	87.3	59.7	127	47	74	--	9.6
Cuesta College (1)	--	--	--	--	55.9	55.9	4.6	102	40	77	2	12.4
Cuyamaca College (1)	--	--	--	--	54.1	54.1	--	64	41	58	--	5.8
Cypress College (4)	--	--	--	--	--	59.0	--	215	--	--	--	--
De Anza College (1)	--	--	--	--	64.0	64.0	0.0	224	45	84	17	78.3
Diablo Valley College (4)	--	--	--	--	--	62.8	--	266	--	--	--	--
East Los Angeles College (1)	--	--	--	--	57.0	57.0	3.3	162	44	80	1	12.3
Educational Cultural Complex (1)	57.5	38.2	+	--	--	*39.0	--	111	68	72	6	8.3
Evergreen Valley College (1)	--	--	--	--	56.1	56.1	11.6	87	43	80	1	11.7
Feather River Community College District (1)	--	--	--	--	56.1	56.1	13.0	20	20	90	5	13.1
Foothill College (1)	--	--	--	--	60.8	60.8	-2.9	137	47	82	26	74.7
Fresno City College (1)	--	--	--	--	63.1	63.1	5.8	203	36	81	8	13.0
Fullerton College (4)	--	--	--	--	--	61.4	--	287	--	--	--	--

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Gavilan College (1)	--	--	--	--	58.9	58.9	5.7	73	56	70	1	11.7
Glendale Community College (1)	66.0	61.1	60.2	50.2	55.9	59.9	2.8	204	47	84	--	10.2
Grossmont College (1)	--	--	--	--	58.0	58.0	--	182	41	80	1	5.8
Hartnell College (4)	--	--	--	--	--	50.4	--	75	--	--	--	--
Imperial Valley College (1)	59.4	54.3	57.6	43.4	--	53.0	1.3	85	46	73	1	11.5
Irvine Valley College (1)	--	--	--	--	62.5	62.5	1.9	85	41	67	--	14.8
Lake Tahoe Community College (1)	--	--	--	--	52.0	52.0	3.5	31	48	71	--	11.2
Laney College (3)	--	--	--	--	--	--	--	--	--	--	--	--
Las Positas College (1)	--	--	--	--	58.4	58.4	6.6	53	45	85	--	11.3
Lassen Community College (4)	--	--	--	--	--	51.3	--	27	--	--	--	--
Long Beach City College (1)	68.2	64.2	61.3	56.4	--	62.8	12.8	265	45	89	--	13.2
Los Angeles City College (1)	--	--	--	--	58.5	58.5	5.9	186	36	80	1	12.0
Los Angeles County Medical Center School of Nurs (1)	--	--	--	--	--	--	--	--	--	--	100	--
Los Angeles Harbor College (1)	--	--	--	--	60.0	60.0	4.2	90	54	83	--	12.3
Los Angeles Mission College (1)	--	--	--	--	56.7	56.7	1.9	52	40	77	--	11.9
Los Angeles Pierce College (1)	--	--	--	--	60.5	60.5	5.8	170	36	89	1	12.1
Los Angeles Southwest College (1)	--	--	--	--	57.9	57.9	6.4	64	48	80	2	11.6
Los Angeles Trade Technical College (1)	--	--	--	--	59.1	59.1	5.5	163	44	80	--	12.1
Los Angeles Valley College (1)	--	--	--	--	58.4	58.4	6.4	175	39	82	1	12.3
Los Medanos College (4)	--	--	--	--	--	61.2	--	97	--	--	--	--
Mendocino College (1)	--	--	--	--	59.1	59.1	2.9	39	36	92	3	11.4
Merced College (4)	--	--	--	--	--	53.6	--	119	--	--	--	--
Merritt College (3)	--	--	--	--	--	--	--	--	--	--	--	--
Mira Costa College (1)	--	--	--	--	64.2	64.2	10.4	87	48	86	1	22.4
Modesto Junior College (1)	--	--	--	--	55.7	55.7	8.1	195	35	54	6	14.8
Moorpark College (1)	--	--	--	--	62.6	62.6	6.1	130	47	88	--	12.9
Mount San Jacinto College (1)	--	--	--	--	44.8	44.8	--	70	43	69	--	13.0
Mt San Antonio College (1)	59.6	--	--	--	--	59.6	2.6	264	48	81	6	11.6
Napa Valley College (1)	--	--	--	--	56.1	56.1	6.4	86	49	86	2	9.6
Ohlone College (1)	--	--	--	--	49.0	49.0	2.2	134	48	74	--	11.8
Oxnard College (1)	--	--	--	--	60.6	60.6	5.0	66	47	92	--	12.8
Palo Verde College (1)	--	--	--	--	57.1	57.1	16.7	17	35	76	15	12.2
Palomar College (1)	61.3	60.7	--	48.6	--	58.6	0.8	250	38	80	--	12.7
Pasadena City College (1)	--	--	--	--	60.1	60.1	5.6	306	49	83	3	11.7
Rancho Santiago Community College District (4)	--	--	--	--	--	64.6	--	314	--	--	--	--
Reedley College (1)	--	--	--	--	59.5	59.5	3.6	96	35	64	6	12.7
Rio Hondo College (1)	--	--	--	--	61.0	61.0	3.0	136	47	85	--	16.2
Riverside Community College (1)	70.8	64.5	58.5	50.8	--	*59.7	--	211	50	74	--	14.5
Sacramento City College (1)	--	--	--	--	57.6	57.6	3.4	212	53	78	--	9.6
Saddleback College (1)	--	--	--	--	70.6	70.6	2.0	154	42	90	--	15.8
San Diego City College (1)	58.1	51.2	42.7	--	--	54.7	0.8	138	48	83	14	10.5
San Diego Mesa College (1)	63.0	54.7	43.7	--	--	59.7	8.6	226	42	86	10	11.0
San Diego Miramar College (1)	64.5	50.1	47.4	--	--	*61.2	--	64	30	92	14	11.1
San Joaquin Delta College (1)	--	--	--	--	65.6	65.6	10.6	203	46	81	--	13.8
San Jose City College (1)	--	--	--	--	57.4	57.4	10.0	110	45	80	--	11.8
Santa Barbara City College (1)	--	--	--	--	56.0	56.0	4.9	169	47	77	--	12.6
Santa Monica College (1)	66.1	59.8	50.6	41.3	--	61.8	--	273	54	76	--	16.7
Santa Rosa Junior College (1)	--	--	--	--	59.6	59.6	3.3	245	42	78	--	10.9
Shasta College (1)	--	--	--	--	54.7	54.7	-0.9	128	43	82	--	12.7

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Skyline College (4)	--	--	--	--	--	57.5	--	85	--	--	--	--
Solano County Community College District (1)	--	--	--	--	58.0	58.0	4.7	123	41	80	--	12.1
Taft College (1)	--	--	--	--	53.1	53.1	-12	25	44	56	31	11.9
Ventura College (1)	--	--	--	--	63.8	63.8	6.9	130	41	94	--	13.0
Victor Valley College (1)	--	--	--	--	56.8	56.8	4.8	82	39	72	--	11.5
Vista College (3)	--	--	--	--	--	--	--	--	--	--	--	--
West Hills Community College (1)	--	--	--	--	53.2	53.2	3.9	61	34	59	14	12.4
West Los Angeles College (1)	--	--	--	--	59.1	59.1	9.2	67	36	78	1	12.2
BA												
California Maritime Academy (1)	71.6	+	48.8	37.1	--	* 56.9	0.3	38	11	55	--	--
BA+												
California Polytechnic State Univ-San Luis Obispo (1)	69.1	55.5	44.8	35.2	--	62.3	--	646	21	74	5	14.6
California State Polytechnic University-Pomona (1)	69.9	55.9	43.5	--	--	* 64.3	0.5	542	29	79	5	14.7
California State University-Bakersfield (1)	67.7	53.4	43.1	32.7	--	* 56.1	--	214	42	64	2	12.7
California State University-Chico (1)	68.4	53.1	43.1	35.8	--	60.7	-2.3	512	32	79	7	14.1
California State University-Dominguez Hills (1)	68.6	54.8	42.1	34.9	--	61.5	--	253	35	77	9	13.8
California State University-Fullerton (1)	69.1	53.6	44.2	35.3	--	60.3	--	590	34	75	5	13.8
California State University-Hayward (1)	69.0	56.7	45.0	35.2	--	* 62.0	--	331	37	78	5	14.3
California State University-Long Beach (1)	68.0	55.3	45.0	35.0	--	60.6	-0.4	748	35	72	4	13.5
California State University-Monterey Bay (1)	69.0	53.7	43.8	35.0	--	* 48.2	--	81	48	17	6	11.4
California State University-Northridge (1)	68.1	53.7	43.3	35.0	--	59.2	-1.8	663	37	76	8	13.5
California State University-Sacramento (1)	68.1	52.8	42.5	34.9	--	62.2	--	672	36	79	5	14.0
California State University-San Bernardino (1)	67.8	54.4	43.9	34.4	--	57.3	0.4	402	40	70	5	13.2
California State University-San Marcos (1)	69.6	53.5	45.9	35.3	--	* 52.3	--	161	45	48	3	12.6
California State University-Stanislaus (1)	66.8	50.0	42.9	34.7	--	55.2	-1.0	225	44	64	5	13.1
Humboldt State University (1)	67.3	52.6	42.8	32.8	--	* 58.2	--	304	29	71	5	13.6
San Jose State University (1)	68.0	56.2	45.9	35.8	--	* 60.6	--	728	37	74	6	13.9
Sonoma State University (1)	67.4	52.4	43.2	--	--	* 59.5	--	239	38	73	4	13.4
Doctoral												
California State University-Fresno (1)	68.3	54.8	42.4	35.3	--	60.5	-0.9	596	33	75	5	13.9
California State University-Los Angeles (1)	68.4	54.5	45.0	33.9	--	59.0	-0.1	524	39	70	8	13.7
San Diego State University (1)	68.6	55.5	45.1	35.4	--	60.5	-0.2	841	34	75	7	13.8
San Francisco State University (1)	68.2	55.7	44.8	34.5	--	60.1	-0.4	717	40	71	7	13.5
University of California-Berkeley (1)	104.0	68.7	56.9	47.3	54.8	* 87.2	--	1,309	27	77	7	11.0
University of California-Davis (1)	92.5	64.3	53.0	51.0	+	* 74.5	7.6	693	29	68	47	10.0
University of California-Irvine (1)	93.6	66.4	53.9	50.4	+	* 75.0	--	641	28	70	12	10.0
University of California-Los Angeles (1)	102.7	67.1	57.8	53.5	+	* 84.3	10.8	1,349	27	70	18	10.7
University of California-Riverside (1)	89.4	62.0	55.3	38.3	44.8	68.9	8.3	402	33	64	22	9.5
University of California-San Diego (1)	98.4	65.3	54.6	49.6	55.1	81.6	--	698	23	79	18	10.5
University of California-San Francisco (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of California-Santa Barbara (1)	94.2	61.7	51.2	44.6	--	75.5	9.2	770	26	75	1	10.0
University of California-Santa Cruz (1)	86.6	61.5	49.2	49.6	+	* 69.5	--	426	37	70	4	9.6
Independent												
AA												
D-Q University (1)	+	--	--	--	--	+	--	3	67	--	25	--
Don Bosco Technical Institute (3)	--	--	--	--	--	--	--	--	--	--	--	--
Foundation College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Business (1)	--	--	--	--	--	--	--	--	--	--	100	--

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Heald College School of Business (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College Schl of Business and Tech-Hayward (4)	--	--	--	--	--	--	--	--	--	--	--	--
Heald College School of Business and Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Business-Oakland (4)	--	--	--	--	--	--	--	--	--	--	--	--
Heald College School of Business-Sacramento (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Business-Salinas (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Business-Santa Rosa (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Business-Stockton (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Technology-Sacramento (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Technology-San Francisco (4)	--	--	--	--	--	--	--	--	--	--	--	--
Heald College Schools of Bus and Tech-San Fran (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College Schls of Business and Tech-Hayward (1)	--	--	--	--	--	--	--	--	--	--	100	--
Marymount College (1)	53.5	44.9	37.9	--	--	* 45.2	--	40	53	--	--	12.6
BA												
Art Institute of Southern California (1)	+	+	24.0	3.2	--	* 7.4	-70	39	41	--	--	3.0
Charles R Drew University of Medicine and Science (1)	--	--	--	--	--	--	--	--	--	--	100	--
Christian Heritage College (1)	41.1	32.8	25.7	--	24.9	* 30.6	--	29	28	--	--	7.5
Claremont McKenna College (1)	87.7	59.0	46.8	--	--	* 67.4	--	87	31	60	--	15.2
Cogswell College (1)	--	45.1	41.2	37.0	--	42.6	-2.2	16	25	--	--	6.4
Humphreys College-Stockton (1)	--	--	--	--	--	--	--	--	--	--	100	--
Life Bible College (1)	--	36.4	--	--	--	36.4	1.7	11	45	--	--	10.2
Louise Salinger Academy of Fashion (3)	--	--	--	--	--	--	--	--	--	--	--	--
Menlo College (1)	62.6	53.2	46.8	--	--	* 56.1	--	19	32	--	--	10.9
Pitzer College (1)	75.5	51.2	43.1	45.0	--	* 61.4	--	62	35	73	--	14.8
Pomona College (1)	87.0	62.2	49.0	--	--	* 68.7	--	161	43	65	--	16.7
Saint Johns Seminary College (4)	--	--	--	--	--	41.9	--	6	--	--	--	--
San Jose Christian College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Thomas Aquinas College (1)	62.5	46.5	--	--	--	58.7	--	21	14	76	--	14.8
BA+												
American Baptist Seminary of the West (1)	--	--	--	--	--	--	--	--	--	--	100	--
American College of Traditional Chinese Medicine (1)	+	+	+	--	--	+	--	4	--	--	50	12.4
American Film Inst-Ctr Adv Film and TV Studies (1)	--	--	--	--	14.9	14.9	-69	24	25	--	11	--
Antioch University-Los Angeles Branch (1)	--	--	--	--	--	--	--	--	--	--	100	--
Antioch University-Santa Barbara Branch (1)	--	--	--	--	--	--	--	--	--	--	100	--
Art Center College of Design (1)	--	--	--	--	--	--	--	--	--	--	100	--
Bethany College of the Assemblies of God (1)	37.8	35.2	24.0	--	--	* 32.0	--	19	26	68	--	11.3
California Baptist University (1)	50.0	38.1	0.0	--	--	32.4	--	47	--	38	--	--
California College of Arts and Crafts (1)	--	--	--	--	--	--	--	--	--	--	100	--
California Institute of the Arts (1)	--	--	--	--	48.0	48.0	1.9	128	39	--	--	9.1
California Lutheran University (1)	39.6	43.0	40.8	38.5	--	41.1	--	89	43	55	7	13.0
California Western School of Law (1)	--	--	--	--	--	--	--	--	--	--	100	--
Chapman University (1)	74.6	59.3	48.4	36.1	+	* 57.0	--	183	39	44	5	13.3
Chapman University-Academic Centers (1)	--	+	44.5	--	--	* 44.5	--	35	60	--	5	10.7
Coleman College (1)	--	--	--	--	--	--	--	--	--	--	100	--
College of Notre Dame (1)	56.0	46.0	42.8	--	--	* 51.4	--	53	58	60	16	8.4
Concordia University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Dominican College of San Rafael (1)	67.9	50.5	42.1	--	--	* 53.8	--	40	63	18	18	11.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Fresno Pacific University (1)	--	--	--	--	40.2	40.2	-24	61	34	--	12	8.6
Golden Gate University-Irvine (1)	--	--	--	--	--	--	--	--	--	--	--	--
Golden Gate University-Los Altos (1)	--	--	--	--	--	--	--	--	--	--	--	--
Golden Gate University-Los Angeles (1)	--	--	--	--	--	--	--	--	--	--	--	--
Golden Gate University-Monterey (1)	--	--	--	--	--	--	--	--	--	--	--	--
Golden Gate University-Sacramento (1)	--	--	--	--	--	--	--	--	--	--	--	--
Golden Gate University-San Jose (1)	--	--	--	--	--	--	--	--	--	--	--	--
Golden Gate University-Walnut Creek (1)	--	--	--	--	--	--	--	--	--	--	--	--
Harvey Mudd College (1)	90.3	68.2	56.1	--	--	74.4	4.4	71	24	68	--	18.3
Holy Names College (1)	45.0	41.9	35.1	--	--	* 40.8	--	44	75	48	--	7.0
Hope International University (1)	45.8	41.3	29.3	--	--	* 39.1	2.1	26	31	--	21	9.3
Keimyung Baylo University (3)	--	--	--	--	--	--	--	--	--	--	--	--
Loyola Marymount University (1)	86.1	61.8	54.2	--	75.4	* 73.1	--	323	33	76	--	10.6
Mills College (1)	71.7	54.3	46.8	--	--	* 60.7	--	81	54	74	--	14.7
Monterey Institute of International Studies (1)	66.7	55.2	41.7	--	--	* 54.0	-0.6	67	43	4	3	18.8
Mount Saint Marys College (1)	68.0	50.4	44.0	36.4	--	* 49.1	-7.8	67	78	45	18	9.0
National University (1)	61.7	51.6	44.1	41.2	--	47.9	6.0	56	--	--	--	--
Occidental College (1)	80.9	58.2	46.7	41.7	--	63.5	10.6	137	41	69	--	15.0
Otis College of Art and Design (1)	46.1	37.8	+	--	+	* 39.9	6.1	20	45	--	--	10.4
Pacific Lutheran Theological Seminary (1)	51.8	+	--	--	+	* 51.8	13.6	10	30	90	--	13.0
Pacific Oaks College (1)	--	--	--	--	35.0	* 35.0	--	5	80	--	85	3.6
Pacific Union College (1)	43.0	39.3	34.6	32.6	--	* 39.1	--	102	35	50	--	13.3
Phillips Graduate Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Point Loma Nazarene University (1)	56.8	46.1	37.8	--	--	* 48.3	4.8	109	40	31	--	13.7
Saint John's Seminary (1)	0.5	+	--	--	--	* 0.5	-46	7	29	--	--	9.1
Saint Mary's College of California (1)	69.0	52.9	42.4	--	--	* 56.7	--	172	45	76	--	12.3
Samuel Merritt College (1)	+	62.2	52.1	--	--	* 54.2	--	31	87	--	11	12.2
San Francisco Art Institute (1)	44.0	--	--	--	+	* 44.0	--	36	28	--	--	7.1
San Francisco Conservatory of Music (1)	--	--	--	--	51.3	51.3	11.2	26	38	--	--	10.8
San Joaquin College of Law (1)	--	--	--	--	--	--	--	--	--	--	100	--
Scripps College (1)	78.2	56.6	44.5	--	--	62.2	6.0	60	53	65	--	15.6
Simpson College (1)	--	--	--	--	--	--	--	--	--	--	100	--
South Baylo University (4)	--	--	--	--	--	--	--	--	--	--	--	--
Southern California College (4)	--	--	--	--	--	46.2	--	48	--	--	--	--
Southern California Institute of Architecture (1)	--	--	--	--	29.1	29.1	--	35	20	--	--	9.6
Starr King School for Ministry (1)	--	--	--	--	--	--	--	--	--	--	100	--
The Masters College (1)	47.5	42.8	35.0	--	--	* 44.2	1.8	29	21	--	31	9.5
The National Hispanic University (1)	--	--	--	--	--	--	--	--	--	--	100	--
The University of West Los Angeles (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Judaism (1)	78.2	+	+	--	--	* 78.2	12.0	10	30	70	--	15.9
University of Redlands (1)	65.4	50.6	41.9	--	+	* 55.9	--	100	41	74	--	12.7
Western University of Health Sciences (1)	--	--	--	--	--	--	--	--	--	--	100	--
Westmont College (1)	55.1	46.2	37.4	--	--	47.8	--	80	29	60	--	13.4
Whittier College (1)	79.6	52.9	40.8	41.9	--	61.6	1.7	119	38	70	--	12.5
Woodbury University (1)	56.9	48.7	43.3	--	--	50.3	--	28	43	--	--	11.3
Doctoral												
Azusa Pacific University (1)	56.9	49.0	39.9	32.3	--	* 49.3	6.9	99	38	--	47	11.5
Biola University (1)	55.1	45.4	35.8	31.6	--	45.1	5.3	127	28	54	2	11.7
California Institute of Technology (1)	145.8	--	--	--	--	145.8	3.6	6	--	100	98	33.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
California School of Professional Psych-Alameda (1)	60.3	52.8	+	--	--	*56.1	-2.7	30	33	--	--	11.5
California School of Professional Psych-Fresno (1)	+	+	+	--	--	+	14.0	8	38	--	33	57.6
California School of Professional Psych-LA (1)	57.6	43.2	37.5	--	--	*48.6	--	29	55	--	17	10.3
California School of Professional Psych-San Diego (1)	73.2	70.3	+	--	--	*72.7	16.9	22	36	--	--	14.6
Claremont Graduate University (1)	89.6	65.6	49.9	--	--	*79.0	--	69	29	67	--	18.1
Claremont School of Theology (1)	59.1	50.3	+	--	--	*54.9	--	23	35	78	--	14.4
Fuller Theological Seminary in California (1)	--	--	--	--	--	--	--	--	--	--	100	--
Golden Gate University-Rohnert Park (1)	--	--	--	--	--	--	--	--	--	--	--	--
Golden Gate University-San Francisco (1)	--	--	--	--	--	--	--	--	--	--	100	--
Graduate Theological Union (1)	+	+	--	--	--	+	26.7	4	50	100	--	20.6
Hebrew Union College-California Branch (1)	--	--	--	--	--	--	--	--	--	--	--	--
Jesuit School of Theology at Berkeley (1)	--	--	--	--	--	--	--	--	--	--	100	--
La Sierra University (1)	49.1	41.1	34.8	--	--	*42.1	--	96	29	40	--	11.8
Loma Linda University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Pacific Graduate School of Psychology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Pacific School of Religion (1)	53.9	48.1	+	--	--	*51.0	3.9	12	50	67	--	17.0
Pepperdine University (1)	89.7	74.0	60.9	--	--	*81.4	--	155	23	76	38	20.9
San Francisco Theological Seminary (1)	64.7	+	+	--	--	*64.7	14.0	13	31	77	--	14.0
Santa Clara University (1)	93.3	272.5	58.3	44.9	--	139.1	112	357	33	63	3	14.9
Saybrook Institute (1)	63.4	--	--	--	--	63.4	12.6	16	31	100	--	13.8
Stanford University (1)	117.2	79.8	63.6	83.8	--	*99.5	--	864	18	75	3	18.4
The Fielding Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
The Union Institute (1)	--	--	--	--	--	--	--	--	--	--	--	--
The Union Institute (1)	--	--	--	--	--	--	--	--	--	--	--	--
The Union Institute (1)	--	--	--	--	--	--	--	--	--	--	--	--
The Wright Institute (1)	+	+	67.3	--	--	*67.3	--	5	60	--	--	8.5
U S International University (1)	53.1	44.1	38.0	--	--	*47.0	--	47	32	66	6	11.1
University of Laverne (1)	56.0	43.9	36.1	--	--	*46.4	--	74	38	58	42	10.7
University of San Diego (1)	80.9	56.2	47.9	40.6	--	*65.6	--	288	39	65	--	15.7
University of San Francisco (4)	--	--	--	--	--	61.3	--	300	--	--	--	--
University of Southern California (1)	95.3	67.3	59.5	40.6	--	76.7	3.8	1,041	24	70	17	22.9
University of the Pacific (1)	68.9	53.3	43.2	42.2	--	*57.4	5.0	268	31	65	27	22.1
Western Seminary-San Jose (1)	--	--	--	--	--	--	--	--	--	--	--	--
Westminster Theological Seminary In California (1)	--	--	--	--	--	--	--	--	--	--	100	--
COLORADO												
Public												
AA												
Aims Community College (1)	42.5	36.2	31.2	27.6	--	36.1	2.7	110	49	--	3	9.3
Arapahoe Community College (1)	--	--	--	--	39.8	39.8	1.8	86	51	78	--	8.0
Colorado Mountain College (1)	49.5	42.0	37.2	34.4	--	42.8	4.4	88	48	--	--	8.5
Colorado Northwestern Community College (1)	--	--	--	--	36.8	36.8	2.9	25	32	80	29	8.1
Community College of Aurora (1)	42.0	39.4	--	--	+	*41.2	--	22	36	59	15	11.1
Community College of Denver (1)	--	--	--	--	39.9	39.9	0.9	66	50	--	23	9.3
Front Range Community College (1)	39.2	--	--	--	--	39.2	--	161	58	100	--	8.0
Lamar Community College (1)	--	--	--	--	39.5	39.5	1.8	24	38	58	11	7.4
Morgan Community College (1)	--	--	--	--	33.3	33.3	-0.6	24	63	58	23	7.1
Northeastern Junior College (1)	--	--	--	--	36.6	36.6	-7.2	55	49	69	--	7.6
Otero Junior College (1)	37.4	--	--	--	--	37.4	-0.9	29	55			8.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Pikes Peak Community College (1)	.	.	.	.	39.5	39.5	-0.2	122	48	.	.	8.7
Pueblo Community College (1)	.	.	.	.	38.8	38.8	2.6	77	62	.	.	10.3
Red Rocks Community College (1)	.	.	.	.	37.3	37.3	7.1	69	41	80	.	7.9
Trinidad State Junior College (1)	41.3	36.9	29.2	.	.	35.6	2.6	58	45	.	3	7.9
BA												
Metropolitan State College of Denver (1)	59.2	47.9	40.3	33.1	--	*50.0	--	381	34	70	--	9.1
Western State College Colorado (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA+												
Adams State College (1)	49.9	42.2	34.0	31.8	--	39.2	1.6	101	39	45	--	9.1
Fort Lewis College (1)	53.7	44.2	37.2	29.3	--	45.0	--	174	36	70	--	8.7
Mesa State College (1)	52.2	41.8	35.0	28.1	--	*39.6	--	188	38	45	1	8.3
University of Southern Colorado (1)	52.9	46.1	39.4	26.3	--	44.7	3.7	164	34	71	--	8.5
Doctoral												
Colorado School of Mines (1)	69.1	60.3	50.2	34.8	+	*61.4	-9.8	191	12	68	6	12.8
Colorado State University (1)	71.9	53.9	45.7	--	--	61.4	3.5	765	22	81	17	11.1
University of Colorado at Boulder (1)	79.6	57.4	48.2	38.6	--	63.4	3.8	1,081	27	67	1	13.9
University of Colorado at Colorado Springs (1)	64.6	50.9	44.8	25.9	--	49.6	0.9	219	32	58	--	11.3
University of Colorado at Denver (1)	72.0	53.9	47.0	37.7	--	55.3	4.4	392	34	57	--	15.4
University of Colorado Health Sciences Center (1)	71.9	57.7	51.5	--	--	*57.5	--	23	100	70	98	11.7
University of Northern Colorado (1)	56.7	44.5	37.1	27.2	36.9	45.1	-0.7	452	42	60	--	8.6
Independent												
AA												
Commonwealth International University (4)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
City College of Colorado Springs (3)	--	--	--	--	--	--	--	--	--	--	--	--
Nazarene Bible College (1)	--	--	--	--	32.4	32.4	4.3	13	23	--	--	15.2
BA+												
Colorado Christian University (1)	47.3	37.1	36.4	--	--	*39.1	17.0	49	31	--	--	8.3
Colorado Christian University-Foothills Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Colorado College (1)	73.0	57.5	45.8	42.4	--	*63.1	--	145	37	72	--	15.1
Regis University (1)	51.3	45.9	40.0	--	--	*44.8	--	89	47	55	27	9.7
The Naropa Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Doctoral												
Denver Conservative Baptist Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Iliff School of Theology (1)	67.8	+	39.0	--	--	*59.9	2.1	16	31	69	--	12.9
University of Denver (1)	74.6	57.1	45.2	38.5	--	*58.7	--	379	34	67	6	12.6
CONNECTICUT												
Public												
AA												
Asnuntuck Community-Technical College (1)	65.6	54.0	+	--	--	*63.4	9.6	23	43	78	--	14.9
Capital Community-Technical College (1)	67.0	54.7	47.1	--	--	*58.8	3.9	56	45	75	--	14.1
Gateway Community-Technical College (1)	68.2	55.0	47.1	37.6	--	55.2	--	80	39	71	--	13.7
Housatonic Community-Technical College (1)	66.1	54.9	44.3	38.1	--	*53.9	-0.0	47	47	57	--	14.1
Manchester Community Technical College (1)	62.6	52.5	46.1	39.5	--	50.2	4.9	94	62	56	--	12.9
Middlesex Community-Technical College (1)	66.5	51.3	44.7	--	--	*57.3	9.3	38	50	71	--	12.9
Naugatuck Valley Community Technical College (1)	66.0	54.7	44.9	37.2	--	52.7	5.1	103	45	59	--	14.0
Northwestern Connecticut Comm-Tech College (1)	62.7	+	46.2	38.7	--	*50.9	--	32	50	63	--	13.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Norwalk Community-Technical College (1)	65.9	55.9	43.2	38.4	--	49.1	2.0	88	50	41	--	13.4
Quinebaug Valley Community-Technical College (1)	64.3	+	44.2	36.6	--	*47.8	4.3	20	45	45	--	13.1
Three Rivers Community-Technical College (1)	65.8	55.9	46.2	38.6	--	55.8	--	70	50	73	--	14.4
Tunxis Community-Technical College (1)	66.9	53.6	49.0	39.2	--	*54.8	--	43	56	65	--	14.2
BA+												
Central Connecticut State University (1)	75.4	56.9	44.7	41.6	--	*59.0	--	377	38	60	--	18.4
Eastern Connecticut State University (1)	71.4	57.0	43.8	34.7	--	56.4	1.7	156	42	62	--	14.3
Southern Connecticut State University (1)	73.6	57.7	44.3	--	--	*58.9	--	379	41	66	1	13.3
Western Connecticut State University (1)	73.0	57.8	47.1	--	--	62.9	2.0	175	40	74	--	17.1
Doctoral												
University of Connecticut (1)	90.4	65.7	51.2	52.0	--	73.0	1.6	1,014	29	73	--	16.8
Independent												
BA												
Lyme Academy of Fine Arts (1)	25.3	+	--	--	--	*25.3	--	5	20	--	17	6.1
Mitchell College (1)	--	--	43.8	--	--	*43.8	--	18	44	89	--	14.5
Teikyo Post University (1)	47.5	47.9	37.7	--	--	*44.7	--	22	36	--	--	11.9
BA+												
Albertus Magnus College (1)	42.7	35.7	+	--	--	*38.5	8.1	23	48	57	--	7.0
Connecticut College (1)	74.3	55.4	42.5	34.1	--	*56.9	-0.8	155	42	59	--	16.0
Fairfield University (1)	80.2	63.2	54.5	--	--	*65.6	2.9	202	39	75	--	18.3
Quinnipiac College (1)	85.4	64.9	51.1	38.4	--	*68.4	--	188	37	55	21	16.6
Rensselaer Hartford Graduate Center Inc (1)	87.3	69.8	60.5	--	--	*69.5	--	29	17	--	--	17.8
Sacred Heart University (1)	65.1	55.0	44.8	38.7	--	52.0	2.4	132	48	47	4	13.5
Saint Joseph College (1)	65.6	54.7	41.9	--	--	*52.8	--	70	69	64	5	12.0
Trinity College (1)	86.2	61.2	45.2	38.0	--	*67.1	--	151	36	68	0	17.8
Doctoral												
Hartford Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Bridgeport (1)	56.0	47.3	39.8	--	--	*46.1	0.1	99	17	46	--	13.3
University of Hartford (1)	60.7	49.0	42.7	35.7	+	*48.7	--	288	34	55	6	12.9
University of New Haven (1)	61.1	52.0	45.5	--	--	*55.0	3.3	157	18	69	1	13.7
Wesleyan University (4)	--	--	--	--	--	71.0	--	256	--	--	--	--
Yale University (1)	113.2	64.3	52.1	45.3	--	86.7	3.9	727	21	58	6	17.6
DELAWARE												
Public												
AA												
Delaware Tech. & Comm Coll-Stanton-Wilmington (1)	--	--	--	--	45.7	45.7	3.4	101	64	--	34	13.1
Delaware Technical and Community College-Owens (1)	--	--	--	--	46.1	46.1	2.8	62	63	--	30	13.7
Delaware Technical and Community College-Terry (1)	--	--	--	--	44.6	44.6	4.3	37	51	--	36	13.2
BA+												
Delaware State University (1)	65.0	51.0	44.2	37.8	--	*50.7	--	155	39	55	12	9.2
Doctoral												
University of Delaware (1)	88.4	63.2	50.1	37.7	--	*67.6	4.0	833	34	67	10	19.3
Independent												
AA												
Delaware College of Art and Design (1)	--	--	--	--	+	+	--	1	100	--	--	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
Goldey-Beacom College (1)	+	52.8	+	35.5	--	* 44.6	6.2	25	48	--	--	11.1
Wesley College (1)	49.2	41.1	35.4	--	--	* 42.4	--	45	49	73	--	8.9
Widener University-Delaware Campus (1)	92.4	79.8	--	43.6	--	* 78.3	--	45	44	58	8	19.0
Doctoral												
Wilmington College (1)	--	--	--	--	--	--	--	--	--	--	100	--
DISTRICT OF COLUMBIA												
Public												
BA+												
Joint Military Intelligence College (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of the District of Columbia (1)	59.4	47.1	39.0	--	--	52.8	--	136	31	--	38	8.9
Independent												
BA												
Corcoran School of Art (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA+												
Mount Vernon College (1)	50.3	41.6	28.5	--	--	* 39.8	10.6	18	67	78	--	9.0
Southeastern University (1)	+	41.9	--	--	--	* 41.9	--	7	14	--	42	4.2
Trinity College (1)	53.1	43.1	36.2	28.7	--	* 41.3	--	57	77	51	--	6.9
Washington Hospital Ctr. School of Medical Techn (1)	--	--	--	--	--	--	--	--	--	--	100	--
Doctoral												
American University (1)	87.7	59.4	48.1	32.5	--	63.9	2.4	457	39	62	--	13.2
Catholic University of America (1)	70.6	51.9	42.7	46.1	--	* 57.2	--	350	32	76	--	11.6
Gallaudet University (1)	76.3	56.2	46.5	35.7	--	58.9	6.7	172	65	72	22	19.3
George Washington University (1)	90.7	65.8	52.4	40.1	--	* 74.0	--	647	28	67	7	14.2
Georgetown University (1)	101.0	62.9	50.3	36.5	--	* 73.7	--	602	35	63	2	17.6
Howard University (1)	74.8	54.6	46.2	38.0	--	56.7	9.5	723	38	64	15	12.9
Wesley Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
FLORIDA												
Public												
AA												
Brevard Community College-Cocoa Campus (1)	45.4	41.5	37.9	34.8	+	* 39.4	--	207	43	74	15	16.3
Broward Community College (1)	46.2	49.5	41.7	45.7	+	* 45.9	2.6	327	44	71	3	14.2
Central Florida Community College (1)	--	--	--	35.4	+	* 35.4	--	94	52	69	7	10.2
Chipola Junior College (1)	--	--	--	--	38.2	38.2	0.3	57	56	74	0	11.3
Daytona Beach Community College (1)	48.7	37.1	31.7	28.7	--	39.3	-3.7	140	44	66	28	13.6
Edison Community College (1)	44.6	--	--	--	--	44.6	4.7	90	49	93	0	13.1
Florida Community College at Jacksonville (1)	45.5	--	--	--	--	45.5	--	364	54	57	7	14.4
Florida Keys Community College (1)	--	--	--	35.2	27.8	32.6	-1.6	25	28	64	14	9.7
Gulf Coast Community College (1)	51.5	44.9	38.6	39.1	--	42.7	10.9	77	53	74	25	11.9
Hillsborough Community College (1)	50.3	41.9	38.5	31.1	26.5	* 40.5	--	219	49	84	0	13.0
Indian River Community College (1)	65.8	59.3	50.8	39.3	46.1	* 54.7	2.1	127	50	80	7	16.0
Lake City Community College (1)	--	--	--	38.8	34.3	38.5	10.3	50	34	76	7	11.0
Lake-Sumter Community College (1)	--	--	--	--	36.3	36.3	-3.6	45	58	67	2	12.4
Manatee Community College (1)	43.6	35.6	29.3	25.1	--	35.7	1.7	120	51	84	3	10.7
Miami-Dade Community College (1)	55.5	44.0	35.8	29.6	--	48.2	-0.6	664	49	92	0	13.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
North Florida Community College (1)	--	--	--	38.4	+	* 38.4	--	22	41	86	12	18.2
Okaloosa-Walton Community College (1)	--	--	--	--	39.1	39.1	-2.7	69	52	70	5	8.3
Palm Beach Community College (1)	54.3	43.7	42.1	40.4	--	42.5	1.4	183	49	72	0	13.9
Pasco-Hernando Community College (1)	51.2	41.5	35.3	32.0	--	* 41.8	--	71	59	73	14	12.3
Pensacola Junior College (1)	45.2	40.9	37.9	32.5	--	40.2	3.2	205	51	81	16	11.5
Polk Community College (1)	40.1	--	--	--	--	40.1	4.2	88	49	85	19	12.6
Saint Johns River Community College (1)	--	--	--	--	38.0	38.0	6.1	77	44	73	1	11.1
Saint Petersburg Junior College (1)	--	--	--	--	43.4	43.4	8.9	59	59	83	76	13.6
Santa Fe Community College (1)	--	--	--	--	41.7	41.7	1.5	223	53	80	7	13.0
Seminole Community College (1)	--	--	--	--	42.8	42.8	3.3	56	59	91	58	10.0
South Florida Community College (1)	--	--	--	--	40.9	40.9	2.4	33	48	58	28	12.1
Tallahassee Community College (1)	--	--	--	--	50.5	50.5	6.0	132	53	90	0	14.4
Valencia Community College (1)	--	--	--	--	44.5	44.5	2.6	204	52	71	0	15.2
Doctoral												
Florida Agricultural and Mechanical University (1)	63.8	53.3	46.9	34.5	--	52.7	7.9	314	37	53	28	13.4
Florida Atlantic University-Boca Raton (1)	68.5	53.3	44.2	34.6	--	54.3	--	542	37	59	12	15.4
Florida International University (1)	65.8	50.7	43.0	38.5	--	50.8	--	767	33	58	11	17.9
Florida State University (1)	69.5	51.9	46.0	26.5	--	58.5	2.4	971	30	74	1	16.3
The University of West Florida (1)	60.6	48.9	41.6	31.6	--	47.7	--	208	30	62	1	14.8
University of Central Florida (1)	69.6	54.7	44.1	30.8	--	* 50.9	--	731	34	50	6	15.7
University of Florida (1)	76.5	54.5	47.8	--	--	* 63.1	--	1,013	22	73	30	18.5
University of North Florida (1)	64.9	50.3	39.6	31.2	--	* 48.6	--	309	38	53	10	16.8
University of South Florida (1)	68.7	51.5	44.7	41.0	--	55.2	-1.9	801	32	68	22	15.7
Independent												
AA												
City College (3)	--	--	--	--	--	--	--	--	--	--	--	--
Southwest Florida College of Business (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
Bethune Cookman College (1)	45.7	44.3	38.1	30.3	--	* 36.6	--	115	43	7	14	5.7
Clearwater Christian College (1)	31.9	28.6	+	--	--	* 29.6	0.3	31	26	--	6	12.7
Eckerd College (1)	60.9	48.9	41.0	--	--	49.3	7.3	91	31	70	--	13.2
Edward Waters College (1)	--	29.8	25.8	26.0	--	* 26.4	11.6	27	26	4	13	2.8
Flagler College (1)	46.3	41.5	36.2	31.1	--	* 38.9	1.9	59	36	--	--	9.2
Florida Baptist Theological College (1)	--	+	+	--	--	+	--	4	25	50	79	5.3
Florida Christian College Inc (1)	--	--	--	--	--	--	--	--	--	--	100	--
Florida College (1)	--	--	--	--	33.9	33.9	0.6	27	26	59	--	8.2
Florida Hospital College of Health Science (1)	51.0	47.0	33.0	36.0	--	* 44.5	--	29	79	--	50	--
Florida Memorial College (1)	46.2	41.3	37.3	--	--	* 39.0	2.7	59	36	--	12	7.1
Hobe Sound Bible College (1)	+	+	+	--	--	+	4.0	7	29	--	--	6.0
International College (1)	--	--	--	--	--	--	--	--	--	--	100	--
International College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Johnson & Wales University-Florida Campus (1)	--	+	33.6	30.4	--	* 31.5	--	25	24	--	--	8.1
Jones College-Jacksonville (1)	--	--	--	--	--	--	--	--	--	--	100	--
Jones College-Miami Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Northwood University-Florida Education Center (1)	36.4	+	38.2	30.6	--	* 35.4	--	13	31	--	--	7.0
Ringling School of Art and Design (1)	--	--	--	--	44.7	44.7	0.3	45	40	--	--	10.1
Rollins College-Brevard Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Southeastern College Assemblies of God (1)	--	--	--	--	--	--	--	--	--	--	100	--
Trinity Baptist College (1)	+	+	--	--	--	+	--	6	67	--	25	3.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Trinity College of Florida (1)	42.4	+	+	--	--	* 42.4	58.3	6	17	--	--	4.9
Warner Southern College (1)	37.3	32.6	33.1	--	--	* 34.5	10.1	19	26	63	--	7.6
BA+												
Embry-Riddle Aeronautical University (1)	52.9	43.7	39.3	33.0	--	* 45.1	--	211	13	45	15	11.3
Florida Southern College (1)	52.6	45.4	38.2	--	29.0	* 44.7	--	98	33	--	--	10.4
Jacksonville University (1)	53.5	44.8	38.9	--	--	46.1	4.9	119	37	71	--	10.7
Lynn University (1)	50.7	42.9	34.1	--	--	* 44.6	--	42	45	2	--	8.5
Palm Beach Atlantic College-West Palm Beach (1)	--	--	--	--	--	--	--	--	--	--	100	--
Rollins College (1)	66.5	51.8	36.5	--	--	* 57.3	--	148	35	77	--	12.9
Saint John Vianney College Seminary (1)	--	+	33.2	27.4	--	* 30.3	-1.0	9	11	--	10	11.7
Saint Leo College (1)	47.4	40.1	35.1	--	+	* 40.2	8.2	54	30	54	--	8.8
Saint Thomas University (1)	67.0	51.2	38.5	30.9	--	* 54.1	1.6	89	44	24	--	8.6
Saint Vincent De Paul Regional Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Stetson University (1)	73.4	49.7	41.8	33.7	+	* 56.0	2.7	203	36	70	--	15.1
Trinity International University (1)	+	+	32.9	--	--	* 32.9	1.8	9	33	100	--	8.2
University of Tampa (1)	55.7	46.8	46.5	23.9	--	* 47.8	--	120	28	67	--	10.1
Webber College (1)	--	+	--	--	--	+	--	1	--	100	93	--
Doctoral												
Barry University (1)	57.7	48.7	40.7	33.0	--	46.3	2.8	164	52	100	35	10.2
Caribbean Center for Adv Studies-Miami Inst Psych (1)	--	--	--	--	--	--	--	--	--	--	100	--
Florida Institute of Technology-Melbourne (1)	57.2	47.7	41.0	32.6	--	* 47.4	1.2	146	16	--	14	7.5
Nova Southeastern University (1)	83.6	49.6	44.2	49.0	--	* 61.8	--	96	41	27	77	12.9
The Union Institute (1)	--	--	--	--	--	--	--	--	--	--	--	--
University of Miami (1)	85.5	56.9	50.1	33.8	--	63.5	2.9	646	27	64	12	16.7
GEORGIA												
Public												
AA												
Abraham Baldwin Agricultural College (1)	53.9	43.7	38.2	32.5	--	40.9	4.0	87	56	56	15	11.4
Athens Area Technical Institute (1)	--	--	--	--	39.2	39.2	3.1	15	80	7	78	10.8
Atlanta Metropolitan College (1)	50.4	47.0	40.3	--	--	* 45.2	--	42	48	62	11	11.9
Augusta Technical Institute (1)	--	--	--	--	46.0	46.0	28.1	4	100	--	96	12.2
Bainbridge College (1)	49.4	+	35.9	32.2	--	* 43.4	--	25	52	68	31	11.4
Carroll Technical Institute (1)	--	--	--	--	35.6	35.6	--	7	43	0	87	11.1
Chattahoochee Technical Institute (1)	--	--	--	--	39.6	39.6	4.2	20	40	--	63	10.4
Coastal Georgia Community College (1)	54.5	43.7	41.0	36.2	--	* 41.9	--	45	47	27	18	11.1
Columbus Technical Institute (1)	--	--	--	--	47.9	* 47.9	--	5	60	20	92	10.3
Coosa Valley Technical Institute (1)	--	--	--	--	32.6	32.6	--	8	63	100	84	9.3
Dalton College (1)	57.3	48.6	40.2	33.8	--	* 41.5	--	89	48	40	10	11.6
Darton College (1)	49.8	43.4	39.7	32.8	--	* 40.7	--	58	55	55	17	11.2
DeKalb Technical Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
East Georgia College (1)	+	+	38.3	31.5	--	* 35.1	--	22	41	32	15	11.2
Floyd College (1)	50.0	41.2	36.3	31.5	--	40.5	3.8	65	51	42	20	10.8
Gainesville College (1)	60.3	55.2	44.7	36.4	+	* 48.9	--	81	63	62	11	14.2
Georgia Military College-Ft Benning Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
Georgia Military College-Ft Gordon Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
Georgia Military College-Ft McPherson Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
Georgia Military College-Main Campus (1)	--	--	--	--	32.7	32.7	4.4	23	57	--	--	6.8
Georgia Military College-Moody Center (1)	--	--	--	--	--	--	--	--	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Georgia Military College-Robins Air Force Base Ctr (1)	--	--	--	--	--	--	--	--	--	--	100	--
Georgia Perimeter College (1)	55.0	46.6	39.5	31.4	+	* 41.4	--	279	62	66	8	11.3
Gordon College (1)	50.2	45.3	36.3	--	--	* 41.4	--	59	49	27	2	11.6
Griffin Technical Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Gwinnett Technical Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Macon Technical Institute (1)	--	--	--	--	+	+	--	1	100	--	99	--
Middle Georgia College (1)	53.8	43.4	35.2	32.7	--	* 40.5	--	62	39	47	15	11.6
Northwestern Technical Institute (1)	--	--	--	--	38.1	* 38.1	--	5	60	40	87	10.1
Savannah Technical Institute (1)	--	--	--	--	+	+	-4.0	3	33	--	95	--
Savannah Techn. Institute-Liberty County Campus (3)	--	--	--	--	--	--	--	--	--	--	--	--
South Georgia College (1)	+	45.1	37.8	34.9	--	* 39.2	5.1	33	45	42	15	10.8
Thomas Technical Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Waycross College (1)	+	+	39.4	32.7	--	* 37.7	3.1	21	52	33	5	11.2
West Georgia Technical Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Clayton College and State University (1)	65.0	50.8	46.3	37.2	--	52.5	--	88	55	48	22	13.0
Macon State College (1)	57.5	46.0	41.0	36.6	--	45.7	--	100	55	70	13	11.9
BA+												
Albany State University (1)	61.1	52.0	43.8	35.3	--	49.1	--	114	43	58	10	16.6
Armstrong Atlantic State University (1)	57.1	47.3	40.0	31.9	--	44.4	6.2	192	49	54	9	11.7
Augusta State University (1)	62.6	50.9	41.1	32.4	--	48.0	4.8	189	46	56	1	11.0
Columbus State University (1)	58.6	49.2	40.1	31.2	--	47.5	--	189	44	52	12	12.8
Fort Valley State University (1)	60.8	48.5	40.5	33.4	--	45.3	2.6	105	41	38	31	13.4
Georgia College and State University (1)	58.3	47.4	41.0	32.2	--	46.4	4.2	172	45	47	13	12.5
Georgia Southwestern State University (1)	56.0	47.8	39.3	--	--	* 46.2	--	94	43	57	1	12.2
Kennesaw State University (1)	65.1	55.3	42.7	34.6	--	51.1	5.8	322	51	57	9	13.1
North Georgia College and State University (1)	56.4	49.8	41.4	31.9	--	45.5	6.3	122	46	46	13	14.3
Savannah State University (1)	68.7	55.6	48.7	--	--	* 57.6	--	137	34	61	4	14.6
Southern Polytechnic State University (1)	58.4	51.0	46.1	36.9	--	51.4	5.9	137	15	66	11	11.5
State University of West Georgia (1)	60.4	50.1	42.1	32.0	--	48.3	5.4	253	43	50	7	12.1
Doctoral												
Georgia Institute of Technology-Main Campus (1)	88.8	67.2	58.4	30.7	--	* 70.8	--	575	14	65	16	17.6
Georgia Southern University (1)	63.7	51.8	41.8	32.2	--	46.5	4.4	596	45	46	7	12.5
Georgia State University (1)	91.4	60.6	50.5	36.0	--	61.6	3.6	800	41	50	7	7.5
Medical College of Georgia (1)	+	58.3	48.0	38.9	--	* 47.2	--	56	91	13	71	13.6
University of Georgia (1)	82.5	56.7	49.5	33.2	--	63.1	6.7	1,092	32	68	36	14.4
Valdosta State University (1)	60.0	51.5	42.7	31.9	--	48.5	4.3	346	39	48	20	11.8
Independent												
AA												
Andrew College (1)	+	--	29.7	--	--	* 29.7	0.7	10	50	30	52	4.1
Gupton Jones College of Funeral Service (1)	--	--	--	--	--	--	--	--	--	--	100	--
Truett-McConnell College (1)	32.9	32.0	29.2	26.1	--	* 29.2	--	48	54	--	--	7.2
Young Harris College (1)	--	--	--	--	39.6	39.6	4.6	25	44	72	11	9.3
BA												
Atlanta Christian College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Atlanta College of Art (1)	51.5	41.2	+	--	--	* 47.0	3.9	24	29	46	--	8.3
Beulah Heights Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Brewton-Parker College (1)	42.6	36.3	33.2	--	--	* 36.8	--	49	27	67	2	8.0
Emmanuel College (1)	40.4	33.4	31.6	32.1	--	* 34.4	--	38	39	--	--	4.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Georgia Baptist College of Nursing (1)	+	50.7	42.7	39.7	--	* 43.6	--	28	100	--	3	--
Morehouse College (1)	65.7	50.2	39.7	33.4	--	47.5	--	168	30	46	3	12.7
Morris Brown College (4)	--	--	--	--	--	35.5	--	100	--	--	--	--
Reinhardt College (1)	45.4	39.6	34.6	30.0	--	* 38.2	--	40	53	30	--	7.5
Spelman College (1)	63.5	48.1	39.2	36.2	+	* 45.9	4.4	147	83	49	--	--
Thomas College (1)	+	31.8	+	--	--	* 31.8	8.5	10	50	--	77	3.8
BA+												
Agnes Scott College (1)	62.9	50.7	41.3	--	--	51.7	--	73	58	67	--	12.8
Berry College (1)	63.5	53.3	40.5	32.5	--	* 46.0	--	117	36	28	6	11.0
Brenau University (1)	44.3	43.9	36.7	18.2	--	* 37.9	--	69	71	--	22	6.7
Covenant College (1)	51.1	41.5	36.7	--	--	* 44.8	--	43	5	33	--	11.5
Lagrange College (1)	48.5	39.5	36.6	--	--	41.8	5.4	52	37	62	--	10.1
Life University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Oglethorpe University (1)	62.2	50.1	39.9	36.0	54.6	* 49.7	-0.2	56	27	46	--	9.7
Piedmont College (1)	54.5	38.7	35.1	--	--	* 39.1	--	66	44	35	6	8.6
Savannah College of Art and Design (1)	--	--	--	--	--	--	--	--	--	--	100	--
Shorter College (1)	45.0	38.3	32.2	--	--	* 38.6	--	52	33	63	9	8.8
Toccoa Falls College (1)	36.5	31.0	30.5	22.2	+	* 30.6	--	50	16	26	--	9.3
Wesleyan College (1)	56.7	45.0	38.2	--	--	* 44.1	--	41	49	44	2	9.8
Doctoral												
Clark Atlanta University (1)	55.5	45.8	38.2	29.8	+	* 42.1	--	318	38	40	4	8.1
Columbia Theological Seminary (1)	54.6	43.3	+	--	--	* 52.2	-0.5	19	32	79	--	24.2
Emory University (1)	101.5	64.2	53.3	--	--	75.9	3.9	505	29	70	14	22.0
Institute of Paper Science and Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Interdenominational Theological Center (1)	46.2	42.8	36.4	--	--	* 42.6	--	21	43	57	--	9.7
Luther Rice Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Mercer University (1)	69.2	52.9	40.8	31.6	--	53.0	4.1	230	28	54	25	13.3
Mercer University in Atlanta (1)	--	--	--	--	--	--	--	--	--	--	--	--
HAWAII												
Public												
AA												
Hawaii Community College (1)	56.1	46.8	44.3	37.4	--	46.5	2.1	72	50	78	13	10.4
Honolulu Community College (1)	57.8	49.0	46.6	39.6	--	49.2	3.8	105	32	86	5	10.8
Kapiolani Community College (1)	58.7	50.0	44.4	38.4	--	46.1	4.0	148	51	64	21	10.4
Kauai Community College (1)	56.6	49.4	46.0	41.5	--	* 47.0	--	52	44	77	12	10.6
Leeward Community College (1)	57.1	50.5	43.4	37.4	--	47.5	4.3	133	45	75	4	10.6
Maui Community College (1)	60.0	50.4	47.9	38.2	--	46.5	--	59	53	63	18	10.4
Windward Community College (1)	55.2	49.3	46.4	--	--	* 50.8	--	33	36	94	3	10.9
BA												
University of Hawaii-West Oahu (1)	56.5	43.9	+	--	--	* 51.0	0.8	21	33	81	--	11.1
BA+												
University of Hawaii at Hilo (1)	62.1	51.1	44.0	31.9	--	49.4	0.7	126	33	54	16	10.8
Doctoral												
University of Hawaii at Manoa (1)	78.0	58.3	51.1	37.1	--	63.3	4.6	810	32	72	23	12.4
Independent												
AA												
Education America Inc (1)	--	--	--	--	--	--	--	--	--	--	100	--
Heald College School of Business and Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA												
Brigham Young University-Hawaii Campus (1)	81.4	68.8	59.1	59.3	--	*68.6	--	93	23	71	17	18.2
BA+												
Chaminade University of Honolulu (1)	47.4	41.1	35.3	--	--	*42.0	--	50	40	62	--	9.2
Hawaii Pacific University (1)	--	--	--	--	--	--	--	--	--	--	100	--
IDAHO												
Public												
AA												
College of Southern Idaho (1)	46.2	40.8	37.4	31.8	--	39.2	--	95	46	--	23	12.0
Eastern Idaho Technical College (1)	--	--	--	--	31.6	31.6	5.7	25	44	--	29	9.7
North Idaho College (1)	--	--	--	--	40.2	40.2	2.2	113	43	71	4	11.2
BA												
Lewis-Clark State College (1)	47.9	40.5	36.3	28.9	--	41.3	--	72	44	60	12	11.8
Doctoral												
Boise State University (1)	55.1	47.2	40.7	--	37.1	*47.7	--	443	29	73	5	13.5
Idaho State University (1)	58.9	46.4	37.8	29.7	--	44.2	5.3	418	38	55	18	13.0
University of Idaho (1)	61.1	50.4	42.9	35.7	--	52.0	6.6	404	23	71	34	14.4
Independent												
AA												
Ricks College (1)	--	--	--	--	49.7	49.7	7.0	350	16	76	--	16.4
BA												
Albertson College of Idaho (1)	52.6	42.5	36.3	31.8	--	43.3	3.9	64	30	69	--	11.2
Boise Bible College (1)	34.6	--	--	--	--	*34.6	--	7	14	--	0	8.3
George Fox University-Boise Center (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
Northwest Nazarene College (1)	--	--	--	--	39.0	39.0	-0.4	70	33	--	14	11.5
ILLINOIS												
Public												
AA												
Belleville Area College (1)	--	--	--	--	50.7	50.7	-1.4	113	42	74	1	1.8
Black Hawk College (1)	--	--	--	--	50.1	50.1	4.9	135	46	88	5	1.9
Carl Sandburg College (1)	--	--	--	--	43.8	43.8	4.5	57	47	88	11	4.7
City Colleges of Chicago-Harold Washington Coll (1)	--	--	--	--	63.2	63.2	4.7	123	41	92	0	--
City Colleges of Chicago-Harry S Truman College (1)	--	--	--	--	61.3	61.3	6.5	113	56	88	7	--
City Colleges of Chicago-Kennedy-King College (1)	--	--	--	--	61.8	61.8	5.7	75	48	75	34	--
City Colleges of Chicago-Malcolm X College (1)	--	--	--	--	63.6	63.6	6.9	86	53	85	4	--
City Colleges of Chicago-Olive-Harvey College (1)	--	--	--	--	59.5	59.5	5.3	87	46	69	1	--
City Colleges of Chicago-Richard J Daley College (1)	--	--	--	--	61.7	61.7	2.3	82	41	79	13	--
City Colleges of Chicago-Wilbur Wright College (1)	--	--	--	--	61.5	61.5	6.4	114	44	83	2	--
College of Du Page (1)	--	--	--	--	62.4	62.4	4.2	270	49	90	0	4.4
College of Lake County (1)	--	--	--	--	70.8	70.8	2.9	155	39	62	0	0.3
Danville Area Community College (1)	--	--	--	--	37.8	37.8	2.3	48	52	83	4	3.4
Elgin Community College (1)	--	--	--	--	65.6	65.6	5.3	107	50	92	0	3.5
Heartland Community College (1)	--	--	--	--	38.9	38.9	0.7	25	60	32	51	2.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene ($)
Highland Community College (1)	--	--	--	--	49.2	49.2	5.7	46	30	78	0	3.2
Illinois Central College (1)	--	--	--	--	44.3	44.3	2.4	167	38	84	5	2.4
Illinois Eastern Comm. Coll-Frontier Comm Coll (1)	--	--	--	--	+	+	2.7	4	50	50	0	2.8
Illinois Eastern Community Colls-Lincoln Tr Coll (1)	--	--	--	--	36.0	36.0	2.1	26	46	85	19	2.8
Illinois Eastern Community Colls-Olney Ctrl Coll (1)	--	--	--	--	39.3	39.3	-0.4	35	49	69	0	2.8
Illinois Eastern Community Colls-Wabash Vly Coll (1)	--	--	--	--	38.3	38.3	2.0	27	33	93	36	2.8
Illinois Valley Community College (1)	--	--	--	--	42.8	42.8	3.0	67	43	69	1	1.5
John A Logan College (1)	--	--	--	--	46.0	46.0	2.7	98	50	87	1	2.4
John Wood Community College (1)	--	--	--	--	34.5	34.5	15.0	31	74	84	31	1.7
Joliet Junior College (1)	--	--	--	--	57.0	57.0	5.7	150	36	79	0	0.4
Kankakee Community College (1)	--	--	--	--	48.3	48.3	3.5	55	51	76	0	3.4
Kaskaskia College (1)	--	--	--	--	45.6	45.6	5.9	50	28	84	12	1.1
Kishwaukee College (1)	--	--	--	--	41.0	41.0	3.1	69	48	84	0	3.3
Lake Land College (1)	--	--	--	--	40.6	40.6	6.5	98	44	74	22	2.0
Lewis and Clark Community College (1)	--	--	--	--	48.2	48.2	4.4	78	53	76	0	2.8
Lincoln Land Community College (1)	--	--	--	--	51.2	51.2	-1.6	119	42	43	0	4.4
McHenry County College (1)	--	--	--	--	51.5	51.5	5.4	77	49	84	0	3.6
Metropolitan Community College (1)	--	--	--	--	38.4	*38.4	--	5	40	0	29	1.7
Moraine Valley Community College (1)	--	--	--	--	52.9	52.9	4.4	153	49	92	0	6.3
Morton College (1)	--	--	--	--	51.8	51.8	-2.4	49	51	65	0	7.5
Oakton Community College (1)	--	--	--	--	64.8	64.8	0.7	133	55	82	0	3.5
Parkland College (1)	--	--	--	--	50.2	50.2	0.1	145	47	77	1	3.4
Prairie State College (1)	--	--	--	--	50.0	50.0	4.6	75	56	84	0	1.8
Rend Lake College (1)	--	--	--	--	43.7	43.7	3.7	58	48	91	13	3.5
Richland Community College (1)	--	--	--	--	43.4	43.4	5.6	58	41	78	0	3.9
Rock Valley College (1)	--	--	--	--	49.1	49.1	2.4	115	37	87	7	1.7
Sauk Valley Community College (1)	--	--	--	--	40.5	40.5	3.9	49	37	80	2	2.3
Shawnee Community College (1)	--	--	--	--	40.7	40.7	3.0	40	63	75	5	1.1
South Suburban College (1)	--	--	--	--	52.5	52.5	1.6	119	56	78	0	5.0
Southeastern Illinois College (1)	--	--	--	--	40.5	40.5	2.7	53	43	58	33	3.2
Spoon River College (1)	--	--	--	--	39.1	39.1	1.8	37	46	78	0	3.0
Triton College (1)	--	--	--	--	61.0	61.0	4.8	151	39	89	0	1.4
Waubonsee Community College (1)	--	--	--	--	48.4	48.4	2.5	66	55	86	0	2.6
William Rainey Harper College (1)	--	--	--	--	60.6	60.6	3.0	186	53	75	--	3.4
BA+												
Chicago State University (1)	54.8	45.8	39.0	26.9	--	*41.4	--	332	46	49	6	7.3
Eastern Illinois University (1)	57.2	48.4	38.1	25.5	--	44.7	3.6	518	42	57	9	7.5
Governors State University (1)	--	--	--	--	62.6	*62.6	--	4	25	50	98	10.7
Northeastern Illinois University (1)	64.9	53.8	47.2	24.9	--	51.5	6.0	306	43	68	7	8.5
Southern Illinois University-Edwardsville (1)	58.8	50.2	40.8	31.9	--	46.4	1.7	407	41	53	15	8.9
Western Illinois University (1)	58.1	47.7	39.6	29.1	--	*47.0	--	567	35	55	6	9.0
Doctoral												
Illinois State University (1)	61.7	48.8	41.0	30.5	28.1	47.4	-0.4	767	37	57	5	8.8
Northern Illinois University (1)	68.0	50.0	43.1	25.1	--	49.9	1.2	782	38	63	9	9.2
Southern Illinois University-Carbondale (1)	64.9	49.0	40.9	28.6	--	47.4	5.9	777	30	60	15	9.0
University of Illinios at Springfield (1)	62.8	53.3	43.7	--	--	*54.0	--	151	34	72	3	9.6
University of Illinois at Chicago (1)	79.5	59.3	49.0	41.2	--	63.7	4.6	915	29	70	16	10.6
University of Illinois at Urbana (1)	87.5	60.7	52.5	47.2	--	71.9	3.7	1,658	21	77	4	11.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Independent												
AA												
Graham Hospital School of Nursing (4)	--	--	--	--	--	41.7	--	8	--	--	--	--
Lexington College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Lincoln College (1)	--	--	--	--	36.2	36.2	1.5	37	38	41	--	7.8
Morrison Institute of Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Ravenswood Hospital Medical Ctr Sch of Rad Techn (4)	--	--	--	--	--	--	--	--	--	--	--	--
Springfield College in Illinois (1)	--	--	--	--	28.5	28.5	5.1	21	43	33	--	4.4
United Samaritans Medical Center Sch of Rad Techn (4)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
Augustana College (1)	59.7	49.3	38.7	35.7	--	47.8	2.7	146	37	62	1	11.8
Blackburn College (1)	--	--	--	--	36.9	36.9	3.7	27	37	70	--	7.8
Blessing Rieman College of Nursing (1)	--	+	41.2	--		* 41.2	--	12	100	0	--	46.0
East-West University (1)	--	36.8	33.2	--	--	* 34.6	--	12	42	8	--	6.5
Eureka College (1)	47.0	38.7	31.5	24.7	--	* 38.3	--	44	34	39	--	9.5
Illinois College (1)	59.3	49.2	37.6	--	--	* 48.3	--	55	22	62	--	9.9
Illinois Wesleyan University (1)	69.0	52.0	40.5	35.7	--	50.1	--	148	38	57	--	13.7
Judson College (4)	--	--	--	--	--	42.9	--	39	--	--	--	--
Kendall College (1)	+	+	33.6	29.8	--	* 31.7	15.0	11	73	100	59	6.3
Knox College (1)	59.2	47.1	39.1	36.9	--	47.1	0.6	97	38	52	--	11.6
Lakeview College of Nursing (1)	--	--	36.1	--	--	* 36.1	--	4	100	0	--	7.1
MacMurray College (1)	40.1	31.8	31.3	27.5	--	* 33.3	--	44	43	57	39	6.3
McKendree College (1)	50.0	44.0	40.1	33.3	--	* 43.5	--	57	46	54	--	8.9
Millikin University (1)	55.1	48.6	35.9	34.6	--	42.9	2.9	136	35	51	--	11.2
Monmouth College (1)	53.4	43.6	38.0	--	--	46.2	3.5	49	31	65	--	10.7
Principia College (1)	54.2	46.1	40.7	34.5	--	45.8	2.1	50	26	0	--	7.7
Robert Morris College (1)	--	--	--	--	39.6	39.6	1.0	100	53	0	12	8.0
Robert Morris College-Orland Park Branch (1)	--	--	--	--	--	--	--	--	--	--	--	--
Robert Morris College-Springfield Branch (1)	--	--	--	--	--	--	--	--	--	--	--	--
Saint Anthony College of Nursing (1)	--	--	+	34.7	--	* 34.7	--	7	100	0	--	8.0
Saint Augustine College (1)	--	--	+	28.8	--	* 28.8	--	17	59	0	23	6.3
Saint Francis Medical Center College of Nursing (1)	+	+	44.9	40.5	--	* 42.7	--	17	100	100	--	--
Shimer College (1)	--	--	--	--	29.6	29.6	7.3	10	30	100	23	7.0
St John's College (1)	--	+	39.1	--	--	* 39.1	--	17	94	100	--	6.1
Trinity Christian College (1)	47.4	44.3	39.2	--	--	* 43.6	--	37	38	62	5	11.2
BA+												
Aurora University (1)	53.8	45.8	39.5	35.7	--	44.1	4.8	77	56	1	3	8.7
Barat College (1)	60.8	47.3	41.1	36.6	--	48.2	9.2	40	55	63	2	10.1
Bradley University (1)	65.4	53.3	43.0	30.8	--	50.6	5.1	296	31	61	1	10.3
Columbia College Chicago (1)	--	--	--	--	48.6	48.6	-3.9	202	38	66	3	13.1
Concordia University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Dominican University (1)	57.5	47.4	42.4	--	--	* 47.1	--	76	57	58	--	11.4
Elmhurst College (1)	60.3	48.2	41.4	33.3	--	47.8	2.6	106	41	65	--	10.0
Greenville College (1)	42.0	37.4	32.8	--	--	* 37.2	5.9	51	27	59	4	7.1
John Marshall Law School (4)	--	--	--	--	--	92.6	--	53	--	--	--	--
Knowledge Systems Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Lake Forest College (1)	67.4	53.0	41.5	46.4	--	* 52.8	-0.1	83	39	55	--	13.0
Lewis University (1)	56.5	48.2	39.4	36.1	--	45.9	4.1	135	51	46	9	11.0
Lincoln Christian College and Seminary (1)	41.4	35.5	35.1	--	--	* 38.8	--	40	10	100	--	8.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
Mennonite College of Nursing (1)	--	46.3	37.5	35.1	--	38.9	0.0	15	100	0	--	8.0
North Central College (1)	57.2	46.6	35.6	--	--	* 46.0	--	98	39	61	--	10.4
Olivet Nazarene University (1)	48.1	39.0	32.1	--	--	* 41.4	--	83	37	49	1	10.0
Quincy University (1)	43.0	40.4	34.9	--	--	* 38.6	--	58	26	48	--	8.6
Rockford College (1)	52.2	41.4	34.0	--	--	* 42.4	--	79	38	68	--	12.4
Saint Xavier University (1)	60.1	50.7	41.2	--	--	* 50.2	2.1	142	58	75	--	11.1
School of Art Institute of Chicago (1)	56.0	47.2	40.2	--	+	* 49.7	--	103	45	77	--	12.3
University of St Francis (1)	52.4	45.7	40.1	--	--	* 43.8	--	64	63	0	9	11.8
Vandercook College of Music (1)	--	--	--	--	--	--	--	--	--	--	100	--
Doctoral												
Adler School of Professional Psychology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Benedictine University (1)	53.3	44.1	35.8	--	--	* 46.3	2.1	84	31	67	--	9.6
Catholic Theological Union at Chicago (1)	36.0	+	+	--	--	* 36.0	3.1	16	38	75	38	--
Chicago School of Professional Psychology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Chicago Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
DePaul University (1)	84.4	62.4	47.3	44.6	--	62.4	4.9	503	36	61	5	13.9
Garrett Evangelical Theological Seminary (1)	59.1	52.0	50.2	--	--	* 53.4	--	22	36	45	12	11.5
Illinois Institute of Technology (1)	74.9	58.8	52.7	40.3	--	* 62.1	--	268	18	56	--	19.1
Loyola University of Chicago (1)	85.5	58.5	46.5	--	--	* 63.4	--	458	33	76	14	15.2
Lutheran School of Theology at Chicago (1)	--	--	--	--	--	--	--	--	--	--	100	--
McCormick Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
National Louis University (1)	58.4	47.1	39.5	35.0	29.0	* 42.9	--	284	67	43	3	7.1
North Park University (1)	50.8	42.0	37.2	32.1	--	44.0	7.5	93	46	56	--	10.9
Northwestern University (1)	106.6	70.8	59.8	--	--	87.3	4.8	916	22	69	--	18.4
Roosevelt University (1)	61.5	51.2	43.6	37.2	--	51.3	--	168	32	65	--	13.4
Seabury-Western Theological Seminary (4)	--	--	--	--	--	--	--	--	--	--	--	--
Spertus College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Trinity International University (1)	55.1	46.6	36.5	--	--	* 46.0	--	64	23	53	--	10.7
University of Chicago (1)	114.7	73.3	68.7	41.4	--	91.6	5.4	762	23	66	14	19.8
University of Saint Mary of the Lake (1)	--	--	--	--	--	--	--	--	--	--	100	--
Wheaton College (1)	64.1	53.4	44.4	--	--	* 55.3	--	169	20	67	1	14.9
INDIANA												
Public												
AA												
Ivy Tech State College-Central Indiana (1)	--	--	--	--	30.7	30.7	-7.7	106	53	--	--	10.7
Ivy Tech State College-Columbus (1)	--	--	--	--	32.1	32.1	4.3	53	66	--	--	10.2
Ivy Tech State College-East Central (1)	--	--	--	--	34.6	34.6	3.2	47	53	--	--	11.0
Ivy Tech State College-Kokomo (1)	--	--	--	--	32.0	32.0	1.0	37	54	--	--	10.0
Ivy Tech State College-Lafayette (1)	--	--	--	--	34.0	34.0	5.7	44	61	--	--	10.6
Ivy Tech State College-North Central (1)	--	--	--	--	31.5	31.5	2.4	62	60	--	--	10.2
Ivy Tech State College-Northeast (1)	--	--	--	--	31.6	31.6	1.3	60	53	--	--	10.2
Ivy Tech State College-Northwest (1)	--	--	--	--	32.8	32.8	3.5	77	55	--	--	11.5
Ivy Tech State College-South Central (1)	--	--	--	--	31.8	31.8	4.7	37	57	--	--	9.4
Ivy Tech State College-Southeast (1)	--	--	--	--	29.7	29.7	3.7	30	67	--	--	9.8
Ivy Tech State College-Southwest (1)	--	--	--	--	35.9	35.9	2.4	54	63	--	--	11.2
Ivy Tech State College-Wabash Valley (1)	--	--	--	--	31.9	31.9	3.6	62	55	--	--	10.9
Ivy Tech State College-Whitewater (1)	--	--	--	--	32.9	32.9	3.7	25	52	--	--	10.4
Vincennes University (1)	51.0	43.3	37.4	31.9	--	45.2	1.6	309	38	81	3	15.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
Indiana University-East (1)	58.6	44.5	36.3	31.8	--	* 40.5	--	55	56	44	7	13.8
Indiana University-Kokomo (1)	59.3	47.3	46.2	34.9	--	47.5	--	64	47	47	7	16.3
Indiana University-Northwest (1)	57.9	51.4	41.9	32.8	--	46.7	1.3	132	41	53	7	16.6
Indiana University-Purdue University-Fort Wayne (1)	60.3	46.3	41.1	28.7	--	45.4	5.2	266	34	65	11	15.4
Indiana University-South Bend (1)	63.4	49.1	40.1	30.8	--	44.9	--	185	46	46	8	14.9
Indiana University-Southeast (1)	60.6	47.3	42.1	35.3	--	47.2	5.3	136	42	47	4	16.4
Purdue University-Calumet Campus (1)	60.5	48.9	38.1	24.8	--	45.7	-0.2	236	44	65	10	13.5
Purdue University-North Central Campus (1)	53.0	44.5	39.0	--	--	* 43.0	4.3	66	41	70	11	13.4
University of Southern Indiana (1)	57.3	51.0	42.6	33.9	--	44.2	1.5	215	42	42	10	12.6
Doctoral												
Ball State University (1)	64.8	50.9	39.4	28.7	--	* 48.4	--	863	37	54	--	14.7
Indiana State University (1)	58.9	47.2	39.2	25.4	--	48.1	2.2	524	33	69	2	14.4
Indiana University-Bloomington (1)	80.0	56.0	46.1	37.5	--	61.9	3.9	1,282	30	62	9	21.3
Indiana University-Purdue University-Indianapolis (1)	73.9	53.8	46.0	31.7	--	54.4	4.7	518	40	59	25	18.7
Purdue University-Main Campus (1)	85.6	57.5	48.7	25.9	--	61.7	3.5	1,116	27	64	26	17.2
Independent												
AA												
Ancilla College (1)	--	32.9	29.2	--	--	* 31.1	2.0	11	36	18	--	8.1
Ball Memorial Hospital School of Radiologic Techn (1)	--	--	--	--	--	--	--	--	--	--	100	--
Davenport College-Merrillville (1)	--	--	--	--	--	--	--	--	--	--	100	--
Davenport College-South Bend-Mishawaka (1)	--	--	--	--	--	--	--	--	--	--	100	--
Holy Cross College (1)	--	36.6	32.9	--	--	* 34.5	4.8	23	35	--	12	8.5
BA												
Calumet College of Saint Joseph (1)	39.4	+	30.6	--	--	* 33.8	6.8	19	42	47	10	8.3
DePauw University (1)	61.7	50.5	39.9	--	--	53.1	4.5	149	36	75	--	14.5
Franklin College of Indiana (1)	48.4	38.2	35.7	--	--	* 43.3	--	56	36	73	2	11.1
Goshen College (1)	43.9	38.4	34.2	--	--	* 39.0	--	71	48	46	1	8.8
Hanover College (1)	64.0	47.9	41.8	36.6	--	48.3	-1.1	99	32	49	--	10.3
Indiana Institute of Technology (1)	33.6	41.8	39.6	--	--	* 39.8	3.4	20	15	40	--	10.5
Lutheran College of Health Professions (4)	--	--	--	--	--	36.9	--	32	--	--	--	--
Saint Mary's College (1)	60.0	48.5	39.4	--	--	* 48.3	--	106	56	74	--	13.8
Saint Meinrad College (4)	--	--	--	--	--	37.0	--	13	--	--	--	--
Taylor University-Ft Wayne (1)	40.7	35.5	35.5	--	--	* 36.6	7.5	24	21	29	--	14.7
Taylor University-Upland (1)	47.6	39.4	34.6	28.2	--	40.4	2.3	107	28	53	2	16.7
Tri-State University (1)	45.4	39.0	35.5	--	--	* 39.8	--	59	22	44	--	10.5
Tri-State University-Fort Wayne Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Tri-State University-South Bend Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Wabash College (1)	72.4	56.3	41.5	--	--	* 59.5	--	76	17	67	--	15.6
BA+												
Associated Mennonite Biblical Seminary (1)	43.1	+	+	--	--	* 43.1	1.1	10	20	60	--	10.8
Bethel College (1)	43.8	38.8	36.0	--	33.5	* 37.2	--	63	37	27	--	11.1
Butler University (1)	61.8	51.6	44.5	29.8	--	48.7	3.2	208	34	57	13	11.3
Christian Theological Seminary (1)	82.6	52.1	40.8	--	--	* 65.5	26.3	22	18	77	--	17.6
Earlham College (1)	57.3	44.8	37.2	--	--	49.2	0.9	79	42	73	--	14.7
Huntington College (1)	52.2	44.5	37.4	--	--	* 44.7	4.3	49	31	55	--	12.9
Indiana Wesleyan University (1)	49.1	43.1	36.6	--	--	* 41.1	--	95	40	11	12	11.7
Manchester College (1)	46.5	39.4	34.5	--	--	* 40.4	--	62	35	60	5	9.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
Martin University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Rose-Hulman Institute of Technology (1)	71.8	58.9	53.1	--	--	* 63.8	--	98	9	69	11	18.0
Saint Joseph's College (1)	41.4	34.5	32.9	--	--	* 35.5	4.1	49	35	63	2	8.5
Saint Mary-of-the-Woods College (1)	43.9	36.3	30.4	--	--	* 36.9	--	53	72	57	--	6.2
Saint Meinrad School of Theology (1)	50.9	40.5	34.5	--	--	* 40.9	--	17	6	47	--	6.5
University of Evansville (1)	60.2	46.7	37.9	29.8	--	* 45.7	--	176	31	48	--	12.2
University of Saint Francis (1)	44.5	39.3	35.4	29.8	--	36.9	1.5	74	58	26	20	5.3
Valparaiso University (1)	66.8	48.4	40.6	30.9	--	* 51.1	--	207	31	62	--	11.9
Doctoral												
Anderson University (1)	45.3	39.8	36.8	28.2	--	40.3	--	129	36	64	4	10.1
Grace College and Theological Seminary (1)	36.9	31.4	+	--	--	* 35.1	-1.1	42	24	--	--	7.1
Oakland City University (1)	+	33.5	+	26.6	--	* 31.4	4.9	21	33	10	22	6.3
University of Indianapolis (1)	59.9	49.2	42.6	38.0	--	* 46.6	--	113	51	38	23	10.4
University of Notre Dame (1)	98.1	65.6	55.2	--	--	* 77.8	4.9	704	19	75	--	18.2
IOWA												
Public												
AA												
Des Moines Community College (1)	--	--	--	--	41.5	41.5	1.2	164	57	--	38	10.3
Eastern Iowa Community College District (1)	--	--	--	--	37.9	37.9	4.0	109	50	--	28	9.5
Hawkeye Community College (1)	--	--	--	--	35.8	35.8	1.0	98	43	--	18	10.4
Indian Hills Community College (1)	--	--	--	--	37.0	37.0	3.7	70	59	--	41	7.5
Indian Hills Comm College-Centerville Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Iowa Central Community College (1)	41.8	40.0	41.6	39.3	--	* 40.2	--	53	38	--	26	9.1
Iowa Lakes Community College (1)	41.3	39.5	29.8	32.1	--	* 37.6	-4.4	26	46	--	63	10.4
Iowa Valley Community College District (1)	43.4	37.3	30.9	29.4	--	* 38.4	--	78	46	--	--	11.7
Iowa Western Community College (1)	43.9	38.2	31.7	29.6	--	35.2	1.2	75	43	--	26	9.2
Kirkwood Community College (1)	43.4	37.9	34.7	31.4	--	38.2	2.8	102	46	100	50	11.1
North Iowa Area Community College (1)	--	--	--	--	40.3	40.3	-0.8	66	39	92	30	11.0
Northeast Iowa Community College-Calmar (1)	--	--	--	--	38.6	38.6	8.8	78	62	--	33	9.7
Northeast Iowa Community College-Peosta (3)	--	--	--	--	--	--	--	--	--	--	--	--
Northwest Iowa Community College (1)	--	--	--	--	31.5	31.5	-1.1	17	41	--	54	8.7
Southeastern Community College (1)	--	--	--	--	48.4	48.4	2.5	56	29	--	19	6.5
Southwestern Community College (1)	--	--	--	--	31.7	31.7	-0.5	27	44	--	40	10.3
Western Iowa Tech Community College (1)	--	--	--	--	33.2	33.2	-1.7	65	51	--	22	8.8
Doctoral												
Iowa State University (1)	79.7	59.8	47.2	35.9	--	62.6	2.8	814	29	72	19	15.2
University of Iowa (1)	83.6	57.1	48.4	40.0	--	* 67.2	--	888	30	76	14	17.4
University of Northern Iowa (1)	68.0	52.5	43.7	36.0	--	51.5	1.8	635	40	67	1	14.0
Independent												
AA												
American Institute of Business (1)	--	--	--	--	28.7	* 28.7	--	5	60	--	79	4.7
Saint Lukes College of Nursing and Health Sciences (1)	--	--	38.4	36.5	--	37.7	--	8	100	--	--	6.0
BA												
Briar Cliff College (1)	41.1	35.4	27.1	--	--	* 34.4	--	56	43	55	--	7.6
Central College (1)	51.2	43.7	36.8	34.8	--	* 43.6	--	81	31	70	--	10.7
Cornell College (1)	59.8	45.4	39.2	34.0	--	50.6	3.3	75	28	80	--	10.9
Divine Word College (1)	+	35.7	31.9	27.3	--	* 31.2	4.5	20	45	25	--	9.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Grand View College (1)	43.3	36.1	32.0	--	--	* 38.0	--	74	53	64	--	10.6
Grinnell College (1)	82.7	62.0	45.3	41.3	--	* 62.7	2.1	134	37	62	--	15.7
Iowa Wesleyan College (1)	30.0	28.9	26.7	23.5	--	* 28.0	--	40	50	50	9	6.2
Luther College (1)	57.6	45.5	39.0	31.9	--	47.4	--	166	36	68	--	13.0
Mercy College of Health Sciences (1)	--	31.5	30.2	--	--	* 30.5	--	14	100	--	36	10.2
Mount Mercy College (1)	44.5	39.4	35.4	--	--	* 39.0	--	65	52	82	2	8.4
Northwestern College (1)	49.7	42.7	36.4	--	--	* 41.1	--	62	24	65	--	10.4
Simpson College (1)	57.4	41.0	38.0	35.7	--	44.3	3.3	78	37	47	1	10.1
Vennard College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Waldorf College (1)	42.9	39.8	32.9	--	--	* 36.9	7.0	34	41	44	19	12.5
Wartburg College (1)	53.5	42.4	38.3	31.4	--	44.0	--	79	34	63	--	12.5
Westmar University (4)	--	--	--	--	--	33.4	--	24	--	--	--	--
William Penn College (1)	38.4	32.6	28.7	28.4	--	* 30.5	--	29	28	28	--	9.5
BA+												
Allen College (1)	--	43.9	38.9	--	--	40.1	--	13	100	--	13	8.4
Buena Vista University (1)	59.4	43.5	35.4	33.7	--	43.9	1.5	77	32	44	3	10.0
Clarke College (1)	51.7	43.1	37.9	35.1	--	* 40.9	--	79	57	33	5	7.4
Coe College (1)	56.4	43.6	37.5	--	--	46.9	2.4	73	33	74	--	14.6
Dordt College (1)	52.6	42.4	36.2	34.2	--	* 44.2	3.6	74	12	51	--	15.0
Faith Baptist Bible College and Theological Sem (1)	--	--	--	--	--	--	--	--	--	--	100	--
Graceland College (1)	53.1	44.7	35.7	31.2	--	* 42.5	2.9	63	24	59	19	8.0
Loras College (1)	49.8	38.3	36.1	31.2	--	41.7	--	111	26	64	--	8.5
Marycrest International University (1)	+	34.2	30.9	--	--	* 32.5	--	20	50	70	--	5.1
Morningside College (1)	44.6	39.4	35.9	29.0	--	* 39.0	--	76	41	58	--	9.1
Mount St Clare College (1)	--	--	--	--	33.1	33.1	-0.1	24	42	--	4	6.1
Palmer College of Chiropractic (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint Ambrose University (1)	51.2	40.9	38.2	--	--	* 43.1	--	99	31	51	19	11.2
Saint Luke's Hospital Medical Technology Program (3)	--	--	--	--	--	--	--	--	--	--	--	--
University of Osteopathic Medicine and Health Sci (1)	--	--	--	--	--	--	--	--	--	--	100	--
Upper Iowa University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Wartburg Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Doctoral												
Drake University (1)	68.6	49.4	40.6	38.5	--	* 54.7	--	228	30	76	12	12.3
Maharishi University of Management (4)	--	--	--	--	--	5.2	--	74	--	--	--	--
University of Dubuque (1)	39.0	34.0	31.6	--	--	* 35.9	0.6	43	40	51	12	7.2
KANSAS												
Public												
AA												
Allen County Community College (1)	--	--	--	--	31.0	31.0	2.9	28	36	71	3	5.6
Barton County Community College (1)	--	--	--	--	31.8	31.8	2.5	47	57	83	10	6.2
Butler County Community College (1)	--	--	--	--	35.3	35.3	3.4	118	53	--	3	8.7
Cloud County Community College (1)	--	--	--	--	35.4	35.4	14.8	34	41	62	--	7.0
Coffeyville Community College (1)	--	--	--	--	31.6	31.6	12.5	34	32	85	15	5.8
Colby Community College (1)	--	--	--	--	34.1	34.1	0.2	51	53	76	--	4.5
Cowley County Community College (1)	--	--	--	--	35.5	35.5	5.7	45	56	64	--	8.6
Dodge City Community College (1)	40.8	32.6	30.0	26.2	--	34.2	0.5	57	44	70	--	6.3
Flint Hills Technical College (1)	--	--	--	--	34.9	34.9	4.9	21	19	48	19	3.8
Fort Scott Community College (1)	--	--	--	--	33.1	33.1	4.8	29	45	69	37	4.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg ($)	% Change (%)	# of Fac (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg Bene. ($)
Garden City Community College (1)	--	--	--	--	36.8	36.8	1.8	67	43	75	--	7.8
Highland Community College (1)	--	--	--	--	31.0	31.0	3.5	28	46	68	--	6.8
Hutchinson Community College (1)	--	--	--	--	37.7	37.7	2.7	95	45	76	11	8.7
Independence Community College (1)	--	--	--	--	35.5	35.5	4.4	31	39	77	6	5.9
Johnson County Community College (1)	52.7	43.1	40.5	--	--	48.5	2.6	255	47	--	5	15.8
Kansas City Kansas Community College (1)	--	--	--	--	46.4	46.4	2.7	124	51	88	--	7.3
Labette Community College (1)	--	--	--	--	34.9	34.9	1.5	30	50	83	--	6.5
Manhattan Area Technical College (1)	--	--	--	--	36.6	* 36.6	--	10	10	80	60	3.4
Neosho County Community College (1)	--	--	--	--	31.1	31.1	0.5	32	41	100	18	7.6
North Central Kansas Technical College (1)	--	--	--	--	31.9	31.9	5.6	43	35	65	--	8.0
Pratt Community College (1)	--	--	--	--	32.3	32.3	3.2	31	55	84	11	5.4
Seward County Community College (1)	--	--	--	--	33.9	33.9	7.8	34	50	68	19	6.0
Wichita Area Technical College (1)	--	--	--	--	32.7	32.7	13.9	107	68	85	20	6.7
BA												
Haskell Indian Nations University (1)	--	--	--	--	47.5	47.5	15.1	47	43	100	--	9.7
Kansas State University-Salina College of Techn (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
Fort Hays State University (1)	49.6	43.6	37.5	31.7	+	* 40.9	--	196	36	47	20	9.7
Pittsburg State University (1)	51.0	44.2	36.0	30.6	--	* 41.3	--	244	36	57	16	11.2
Washburn University of Topeka (1)	67.7	50.3	36.8	31.6	+	* 50.1	--	200	41	61	7	11.6
Doctoral												
Emporia State University (1)	51.4	45.6	39.3	31.2	+	* 42.4	3.3	211	37	50	12	10.2
Kansas State University (1)	62.8	48.8	43.5	31.8	--	49.9	2.9	684	27	61	22	12.6
University of Kansas Main Campus (1)	70.0	50.8	44.4	--	--	* 58.2	--	923	25	80	2	13.4
University of Kansas Medical Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
Wichita State University (1)	62.7	48.7	43.0	31.9	--	48.6	3.1	419	35	64	9	11.8
Independent												
AA												
Donnelly College (1)	--	--	--	--	22.5	22.5	0.7	14	57	--	--	3.0
Hesston College (1)	--	--	--	--	28.4	28.4	2.7	30	47	--	6	5.6
BA												
Baker University College of Arts and Sciences (1)	44.6	38.2	33.0	--	--	* 38.7	7.8	57	35	60	--	7.9
Barclay College (1)	+	--	+	--	--	+	-1.9	5	40	--	--	7.9
Bethany College (1)	34.0	27.7	25.4	--	--	* 28.8	--	38	21	61	--	7.1
Bethel College (1)	35.6	32.9	29.9	--	--	* 31.9	6.5	52	42	42	4	8.6
Central College (1)	--	--	--	--	25.8	25.8	--	16	19	--	--	7.1
Manhattan Christian College (1)	+	29.4	24.5	--	--	* 27.3	-5.6	10	10	--	33	8.7
McPherson College (1)	37.5	32.5	28.3	--	--	* 32.0	--	40	28	48	--	8.5
Ottawa University (1)	37.7	37.2	34.0	--	--	* 35.5	5.4	19	42	74	30	6.5
Sterling College (1)	32.3	28.0	25.5	20.5	--	27.4	--	31	29	65	--	9.3
Tabor College (1)	35.4	30.4	26.2	--	--	* 28.8	--	32	25	28	--	7.7
BA+												
Benedictine College (1)	40.9	36.3	29.9	30.4	--	* 34.4	--	52	25	54	--	6.1
Central Baptist Theological Seminary (1)	+	+	--	--	--	+	-12	8	25	38	--	23.1
Friends University (1)	45.9	43.9	38.6	33.0	--	* 41.3	7.8	56	45	16	16	9.7
Kansas Wesleyan University (1)	35.6	31.8	28.9	--	--	* 31.7	--	39	49	44	--	7.6
Mid-America Nazarene University (1)	43.2	35.1	32.2	27.7	--	36.2	--	57	42	--	15	10.5
Newman University (1)	40.5	37.8	31.3	34.2	--	* 35.2	--	57	65	9	31	6.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
Ottawa University-Kansas City (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint Mary College (1)	42.5	31.7	30.2	29.4	--	* 32.5	2.5	37	54	43	--	5.5
Southwestern College (1)	41.2	35.9	30.9	--	--	* 35.6	--	40	35	53	--	8.1
KENTUCKY												
Public												
AA												
Ashland Community College (1)	55.2	40.3	+	--	--	* 45.0	19.4	53	51	72	4	10.4
Elizabethtown Community College (1)	52.2	38.3	34.6	29.9	--	* 40.1	--	70	60	67	3	9.7
Hazard Community College (1)	49.3	37.8	35.1	32.6	--	* 36.6	--	67	60	45	11	9.2
Henderson Community College (1)	53.5	35.5	+	30.0	--	* 38.5	--	42	43	74	5	9.5
Hopkinsville Community College (1)	49.8	40.8	32.6	29.7	--	* 39.1	--	43	42	51	14	9.6
Jefferson Community College (1)	49.0	39.2	36.8	32.9	--	40.3	--	198	58	59	1	9.8
Lexington Community College (1)	49.0	38.9	34.4	30.9	--	* 37.5	--	115	61	62	4	8.7
Madisonville Community College (1)	50.6	39.2	36.7	33.0	--	39.4	--	54	52	43	4	9.6
Maysville Community College (1)	49.5	38.1	+	28.0	--	* 38.8	--	32	59	66	11	9.5
Owensboro Community College (1)	44.9	39.0	+	31.0	--	* 37.2	--	51	43	63	2	9.4
Paducah Community College (1)	49.2	39.1	36.2	32.7	--	* 41.4	--	59	59	71	3	9.9
Prestonsburg Community College (1)	47.3	37.9	37.0	33.1	--	* 40.3	--	55	45	69	8	9.7
Somerset Community College (1)	49.5	39.2	31.5	29.6	--	39.3	--	58	50	67	5	9.6
Southeast Community College (1)	49.9	38.2	36.4	30.2	--	37.5	--	57	47	60	5	9.3
BA+												
Eastern Kentucky University (1)	61.7	52.9	42.1	31.5	--	50.7	2.1	545	45	67	7	13.5
Kentucky State University (1)	56.7	44.7	39.9	29.6	--	43.9	3.2	111	35	59	11	11.0
Morehead State University (1)	57.5	44.3	37.6	26.6	--	42.4	1.8	321	39	58	--	11.4
Murray State University (1)	57.3	47.2	39.8	32.5	--	* 44.7	--	318	35	53	14	13.5
Northern Kentucky University (1)	62.4	46.8	39.7	26.7	--	* 45.1	--	362	44	58	8	9.8
Western Kentucky University (1)	60.6	47.8	39.7	31.7	44.1	47.8	3.7	519	38	61	6	12.8
Doctoral												
University of Kentucky (1)	75.4	54.9	45.7	--	--	* 60.7	3.6	807	27	76	34	13.1
University of Louisville (1)	66.7	50.4	40.6	29.7	--	* 51.9	--	467	34	62	34	11.9
Independent												
AA												
Saint Catharine College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Alice Lloyd College (1)	37.6	30.5	26.5	21.4	--	* 25.6	--	43	53	--	--	7.4
Asbury College (1)	47.1	40.3	34.0	27.8	--	* 41.4	--	85	26	69	1	9.8
Berea College (1)	59.9	47.9	38.7	33.2	--	* 49.1	--	118	36	72	--	10.2
Centre College (1)	61.5	47.4	39.4	--	--	* 50.4	3.3	89	30	64	--	11.8
Clear Creek Baptist Bible College (1)	+	23.7	+	--	--	* 23.7	-35	7	--	--	13	10.5
Kentucky Wesleyan College (1)	40.3	35.6	29.9	--	--	* 35.8	3.6	43	33	58	--	10.0
Mid-Continent College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Midway College (1)	--	35.5	32.9	--	--	* 33.4	--	41	71	44	11	6.8
Pikeville College (1)	42.5	33.8	32.4	22.7	--	* 34.2	0.8	46	52	0	25	6.5
Transylvania University (1)	63.4	54.1	37.9	--	--	* 50.4	--	69	35	54	--	12.2
BA+												
Bellarmine College (1)	49.8	44.0	41.2	--	--	44.6	0.5	94	47	63	--	11.5
Brescia University (1)	+	34.3	32.0	27.7	--	* 32.6	1.7	31	42	55	6	7.8

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Campbellsville University (1)	39.9	34.9	29.6	23.5	--	* 32.6	--	62	42	32	6	7.5
Cumberland College (1)	37.7	34.7	32.4	29.4	--	33.6	1.9	95	40	38	--	8.7
Georgetown College (1)	49.2	39.9	34.3	--	--	* 40.6	--	82	34	60	5	8.5
Lindsey Wilson College (1)	48.9	38.1	33.9	31.6	14.8	* 35.2	--	45	36	--	6	5.9
Louisville Presbyterian Theological Seminary (1)	59.8	60.9	+	--	--	* 60.1	2.1	15	40	47	--	13.0
Thomas More College (1)	45.1	39.0	31.0	--	--	* 37.1	--	70	36	66	--	12.3
Union College (1)	36.3	32.0	29.0	22.1	--	* 31.9	--	50	42	50	0	6.9
Doctoral												
Asbury Theological Seminary (1)	59.2	+	+	--	--	* 59.2	--	39	13	77	--	14.5
Lexington Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Southern Baptist Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Spalding University (1)	47.6	39.5	36.3	31.6	--	38.4	6.4	66	70	42	14	7.8
LOUISIANA												
Public												
AA												
Bossier Parish Community College (1)	42.1	38.2	34.3	28.8	--	33.5	5.9	93	63	67	--	6.8
Charles B Coreil Technical Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Delgado Community College (1)	46.9	40.2	33.6	31.8	--	36.7	2.3	303	61	49	12	5.4
Elaine P Nunez Comm[illegible] College (1)	--	36.9	34.1	29.3	--	31.6	11.8	47	51	38	8	5.6
Louisiana State Univ[illegible] Alexandria (1)	41.2	36.5	30.6	27.7	--	* 35.1	--	59	51	68	9	7.2
Louisiana State University-Eunice (1)	48.0	39.9	33.0	28.0	--	* 34.2	--	61	51	41	13	8.4
Louisiana Tech College System-Young Memorial (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Acadian Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Ascension Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Avoyelles Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Bastrop Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Baton Rouge Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Evangeline Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Folkes Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Gulf Area Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Tech College-Hammond Area Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Huey P Long Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Jefferson Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Tech College-Jefferson Davis Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Jumonville Memorial (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Lafayette Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Lafourche Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Tech College-Lafourche Campus Ext C (1)	--	--	--	--	--	--	--	--	--	--	--	--
Louisiana Technical College-Lamar Salter Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Mansfield Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Natchitoches Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-North Central College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Northwest Louisiana (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Oakdale Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Tech College-River Parishes Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Ruston Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Sabine Valley Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Louisiana Technical College-Shreveport-Bossier (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Sidney N Collier (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Slidell Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Tech College-South Louisiana Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Sowela Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Sullivian Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-T H Harris Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Tallulah Campus (3)	--	--	--	--	--	--	--	--	--	--	--	--
Louisiana Technical College-Tallulah Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Technical College-Teche Area Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Tech College-West Jefferson Campus (1)	--	--	--	--	--	--	--	--	--	--	100	--
Southern Univ-Shreveport-Bossier City Campus (1)	+	39.5	33.6	29.8	--	*32.9	3.5	36	64	67	33	7.5
BA+												
Louisiana State University-Shreveport (1)	53.1	42.9	38.3	25.6	--	44.6	1.1	130	32	75	3	8.8
McNeese State University (1)	51.6	42.4	35.4	32.4	--	42.6	-0.4	267	40	73	5	8.8
Nicholls State University (1)	51.8	42.3	37.0	26.2	--	38.6	--	255	47	49	6	8.1
Northwestern State University of Louisiana (1)	52.6	42.9	35.8	27.1	--	38.8	-0.4	230	53	40	11	7.5
Southeastern Louisiana University (1)	54.5	45.5	38.8	29.9	--	39.3	0.6	432	51	39	5	8.0
Southern University-New Orleans (1)	51.7	43.8	37.7	27.2	--	39.7	-1.0	125	42	51	11	8.1
Doctoral												
Grambling State University (1)	52.0	45.0	37.8	29.9	--	40.6	0.9	215	41	56	18	6.1
LA State Univ & Ag & Mech & Hebert Law Ctr (1)	70.9	50.9	44.5	30.1	--	51.8	-0.9	1,057	30	57	30	11.4
Louisiana State University-Medical Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
Louisiana Tech University (1)	56.3	46.2	38.9	25.0	--	43.7	-1.1	312	37	55	15	11.3
Northeast Louisiana University (1)	51.2	42.5	36.8	26.9	--	37.2	-0.4	362	49	41	23	8.1
Southern University and A & M College (1)	57.8	48.2	38.7	29.5	--	44.0	--	443	47	56	4	8.7
University of New Orleans (1)	61.8	44.8	42.6	27.1	--	49.2	0.6	474	32	69	3	9.8
University of Southwestern Louisiana (1)	64.8	49.5	41.5	31.9	--	48.3	-0.7	517	35	59	4	9.3
Independent												
AA												
Remington College (*)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Dillard University (4)	--	--	--	--	--	42.8	--	100	--	--	--	--
Louisiana College (1)	41.7	36.6	33.8	30.0	--	*37.4	--	60	47	60	2	10.4
BA+												
Centenary College of Louisiana (1)	54.8	45.3	36.2	--	+	*47.1	--	69	30	70	--	10.2
Loyola University-New Orleans (1)	70.6	53.4	42.5	34.8	--	55.9	1.5	242	37	67	--	11.7
Our Lady of Holy Cross College (1)	+	41.6	37.5	31.0	--	*38.5	1.2	31	52	--	--	6.6
Our Lady of the Lake College (1)	+	57.9	53.1	47.5	--	*54.6	5.6	27	89	--	31	12.3
Xavier University of Louisiana (1)	56.6	44.1	37.4	29.6	--	41.6	3.4	176	40	39	17	5.2
Doctoral												
New Orleans Baptist Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Tulane University of Louisiana (1)	83.5	55.4	52.7	50.2	--	66.3	--	449	26	73	55	8.8
MAINE												
Public												
AA												
Central Maine Technical College (1)	--	--	--	39.1	--	39.1	8.9	46	35	100	--	10.9

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Eastern Maine Technical College (1)	--	--	--	--	41.5	41.5	14.5	44	25	84	6	14.8
Kennebec Valley Technical College (1)	--	--	--	--	36.0	36.0	3.3	28	68	--	18	12.7
Northern Maine Technical College (1)	--	--	--	--	39.6	39.6	10.2	43	26	--	--	15.5
Southern Maine Technical College (1)	--	--	--	--	42.1	42.1	13.3	68	29	--	18	13.9
Washington County Technical College (1)	--	--	--	--	38.9	38.9	5.1	22	23	100	4	13.9
York County Technical College (1)	--	--	--	--	34.5	34.5	--	7	43	29	--	14.2
BA												
University of Maine at Farmington (1)	51.9	42.4	33.7	35.6	--	* 43.9	--	97	40	67	1	11.7
University of Maine at Fort Kent (1)	49.2	42.4	37.3	--	--	* 40.8	2.4	30	37	53	--	10.7
University of Maine at Machias (1)	49.4	42.0	32.3	--	--	* 40.3	--	38	29	66	--	10.5
University of Maine at Presque Isle (1)	46.8	42.9	37.5	33.6	--	41.5	2.5	51	31	69	2	10.9
BA+												
Maine Maritime Academy (1)	53.8	44.9	37.6	--	--	* 44.5	12.5	53	19	--	--	13.4
University of Maine at Augusta (1)	50.1	41.7	33.6	30.7	--	42.3	--	102	44	77	--	11.1
University of Southern Maine (1)	65.5	50.9	40.8	35.2	--	51.9	--	301	36	74	2	12.8
Doctoral												
University of Maine (1)	64.0	51.8	44.9	38.9	--	53.2	4.9	337	31	75	3	13.1
Independent												
AA												
Central Maine Medical Center School of Nursing (1)	--	--	--	--	33.1	33.1	1.0	7	100	--	--	7.6
New England School of Communications (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Bates College (1)	80.5	56.8	45.2	--	--	* 62.1	--	130	38	65	--	15.1
Bowdoin College (1)	87.1	63.3	48.2	40.5	--	* 65.6	--	140	37	60	--	16.1
Colby College (1)	90.4	60.5	44.3	--	--	65.3	--	149	38	62	--	14.0
Unity College (1)	41.9	35.3	34.5	--	--	* 36.9	--	33	27	--	--	9.9
Univ of New England-Westbrook College Campus (4)	--	--	--	--	--	32.3	--	24	--	--	--	--
BA+												
College of the Atlantic (1)	--	--	--	--	48.3	48.3	9.5	19	26	--	--	10.9
Husson College (1)	45.5	41.0	38.1	--	--	* 41.2	--	43	51	51	--	7.1
Maine College of Art (1)	27.1	31.0	30.7	--	--	* 29.8	--	25	32	--	--	7.7
Saint Joseph's College (1)	48.6	45.0	36.2	--	--	* 39.7	--	49	65	43	8	7.5
Thomas College (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of New England (1)	50.9	42.0	34.9	24.6	--	* 39.7	--	86	50	36	33	9.2
Doctoral												
Bangor Theological Seminary (1)	+	+	+	--	--	+	1.2	7	43	14	--	9.7
Bangor Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	--	--
MARYLAND												
Public												
AA												
Allegany College of Maryland (1)	49.3	40.4	31.0	--	--	* 40.2	--	71	52	72	23	11.1
Anne Arundel Community College (1)	61.4	48.9	39.3	35.8	--	50.0	5.2	190	46	61	4	11.0
Baltimore City Community College (1)	53.2	46.3	38.9	--	--	* 43.3	4.0	117	56	--	1	14.3
Carroll Community College (1)	+	44.9	36.8	30.8	--	* 39.0	-4.9	36	64	--	14	10.9
Catonsville Community College (1)	57.0	47.0	36.3	30.6	--	44.5	2.2	151	50	77	13	12.6
Cecil Community College (1)	54.0	47.5	40.0	--	--	* 48.3	3.9	34	56	44	8	11.3
Charles County Community College (1)	56.9	46.1	42.0	--	--	* 51.6	--	83	53	72	3	13.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Chesapeake College (1)	52.6	44.9	40.4	37.3	--	* 44.0	7.0	40	48	23	5	13.7
Dundalk Community College (1)	54.2	45.5	37.4	--	--	* 44.6	--	47	43	79	6	13.0
Essex Community College (1)	56.1	45.8	38.7	28.9	--	47.0	--	128	48	80	9	13.8
Frederick Community College (1)	51.7	45.7	38.7	--	--	* 44.5	--	69	55	--	4	11.5
Garrett Community College (1)	45.1	38.1	+	--	--	* 41.4	--	19	42	42	--	15.1
Hagerstown Junior College (1)	52.0	39.7	34.8	29.8	--	* 44.9	3.4	52	60	71	10	12.0
Harford Community College (1)	57.3	52.4	43.8	34.4	--	* 49.5	--	65	49	71	16	15.0
Howard Community College (1)	57.9	47.2	41.3	36.2	--	* 49.2	5.7	72	64	--	17	11.9
Montgomery College of Germantown (1)	58.6	49.4	45.0	--	--	* 55.0	--	62	40	21	--	13.1
Montgomery College of Rockville (1)	61.0	50.7	42.7	37.1	--	55.5	2.6	245	45	36	--	13.4
Montgomery College of Takoma Park (1)	59.3	49.2	45.4	--	--	* 56.7	--	80	60	24	--	13.1
Prince George's Community College (1)	58.7	45.4	38.1	30.9	--	* 50.4	--	212	55	55	--	8.6
Wor-Wic Community College (1)	64.3	47.1	42.7	35.6	--	* 42.7	--	35	57	--	10	10.2
BA												
Saint Mary's College of Maryland (1)	70.0	54.7	40.3	35.8	--	53.0	--	111	39	59	--	13.0
United States Naval Academy (1)	77.9	60.0	50.1	--	--	* 66.5	--	271	25	79	5	11.2
BA+												
Bowie State University (1)	62.8	52.4	44.0	35.3	--	46.8	--	157	47	40	1	11.6
Coppin State College (1)	63.4	49.2	43.4	19.9	--	* 46.2	-2.7	111	50	57	3	15.4
Frostburg State University (1)	60.8	50.0	42.5	31.9	--	49.1	4.8	237	35	69	--	12.9
Salisbury State University (1)	62.7	49.2	42.8	34.7	--	47.1	5.5	263	38	59	--	12.5
Towson University (1)	61.1	50.3	42.8	36.7	--	50.7	--	425	39	72	7	14.9
University of Baltimore (1)	85.9	65.4	51.2	--	--	71.4	4.1	126	36	87	13	18.6
University of Maryland-University College (1)	--	--	--	30.8	--	* 30.8	--	10	20	--	--	6.6
Doctoral												
Morgan State University (1)	72.7	57.3	47.5	39.6	--	52.1	6.4	154	41	42	21	17.8
University of Maryland-Baltimore (1)	98.8	69.8	50.3	33.4	--	* 81.9	--	57	33	81	83	17.9
University of Maryland-Baltimore County (1)	71.6	52.0	46.3	34.2	--	52.9	1.0	333	31	57	17	11.9
University of Maryland-College Park (1)	81.7	58.3	53.2	35.8	+	* 63.5	--	1,030	33	68	24	14.7
University of Maryland-Eastern Shore (1)	58.0	51.4	44.1	34.8	37.6	* 43.6	--	102	36	31	31	10.9
Independent												
AA												
Baltimore International College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Maryland College of Art and Design (1)	--	--	+	--	--	+	--	2	50	--	--	--
BA												
Columbia Union College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA+												
Capitol College (1)	46.4	+	37.3	--	--	* 41.8	--	16	19	--	16	8.2
College of Notre Dame Maryland (1)	50.7	41.4	32.7	--	--	* 41.2	--	75	68	32	4	7.9
Goucher College (1)	67.8	53.0	41.3	40.4	--	* 53.8	--	78	63	67	--	12.4
Hood College (1)	56.4	47.4	37.8	--	--	* 47.3	4.5	69	59	61	--	11.9
Maryland Institute College of Art (1)	--	--	--	--	42.6	42.6	1.2	91	40	--	--	8.1
Mount Saint Mary's College (1)	55.6	42.0	35.1	35.6	--	* 42.6	--	97	31	61	--	11.7
St John's College (1)	--	--	--	--	51.3	51.3	6.4	56	20	68	--	18.3
Villa Julie College (1)	53.0	43.9	38.6	35.2	--	40.8	-0.3	65	68	--	4	8.0
Washington Bible College-Capital Bible Seminary (1)	--	+	23.7	--	--	* 23.7	-26	10	50	--	17	9.5
Washington College (1)	55.3	45.1	39.4	--	--	* 48.8	0.3	68	28	66	--	12.0
Western Maryland College (1)	60.6	49.2	39.6	--	--	* 50.7	--	83	35	70	--	13.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Doctoral												
Baltimore Hebrew University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Johns Hopkins University (1)	85.1	64.3	53.9	43.4	69.6	* 72.6	--	558	30	48	42	18.2
Loyola College (1)	69.8	55.0	43.4	33.7	--	* 54.8	--	232	36	72	--	15.0
Ner Israel Rabbinical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Peabody Institute of Johns Hopkins University (1)	--	--	--	--	--	--	--	--	--	--	--	--
MASSACHUSETTS				-								
Public												
AA												
Berkshire Community College (1)	44.6	34.8	32.0	--	--	* 42.9	--	67	58	79	--	13.3
Bristol Community College (1)	45.0	35.0	33.5	35.1	--	40.4	--	106	55	69	--	5.1
Bunker Hill Community College (1)	42.5	35.4	36.9	36.6	--	41.1	--	123	59	81	--	--
Cape Cod Community College (1)	48.8	38.6	34.9	37.1	--	44.7	1.6	83	57	76	--	--
Essex Agricultural Technical Institute (1)	--	--	--	--	44.2	44.2	21.7	63	54	75	--	8.6
Greenfield Community College (1)	45.1	36.8	33.1	24.0	--	40.5	--	58	52	71	--	10.5
Holyoke Community College (1)	42.8	35.4	32.1	32.7	--	39.6	-1.6	118	49	73	--	--
Massachusetts Bay Community College (1)	46.5	39.4	37.7	44.2	--	* 42.9	--	87	57	53	25	10.5
Massasoit Community College (1)	44.9	36.7	31.2	30.2	--	41.8	--	149	49	85	--	7.0
Massasoit Community College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Middlesex Community College (1)	44.1	40.4	36.7	--	--	* 43.2	--	119	61	83	--	0.4
Mount Wachusett Community College (1)	43.5	32.4	35.2	32.7	--	40.3	--	73	48	71	--	5.5
North Shore Community College (1)	46.0	36.5	35.9	33.5	--	* 43.5	--	106	56	80	--	0.0
Northern Essex Community College (1)	44.2	38.5	36.0	35.2	--	* 42.9	--	105	53	88	--	8.2
Quincy College (1)	--	--	--	--	37.7	37.7	-0.6	42	67	81	--	5.5
Quinsigamond Community College (1)	47.5	42.2	43.5	33.7	--	46.2	--	94	50	81	--	14.1
Roxbury Community College (1)	49.6	39.6	35.3	--	--	* 45.1	5.6	67	43	82	--	--
Springfield Technical Community College (1)	46.8	39.6	38.8	34.8	--	43.1	--	175	53	72	--	13.1
BA												
Franklin Institute of Boston (1)	41.0	+	30.6	25.4	--	* 31.0	--	29	17	--	--	7.6
Massachusetts Maritime Academy (1)	61.6	52.1	42.8	--	--	* 53.9	--	57	7	81	--	18.8
BA+												
Bridgewater State College (1)	55.9	49.0	39.6	32.2	--	48.4	-2.1	259	42	66	--	15.3
Fitchburg State College (1)	55.9	46.8	39.3	--	--	* 48.4	-2.3	204	45	79	--	5.5
Framingham State College (1)	55.7	46.0	39.3	29.7	--	47.4	--	161	45	76	--	12.2
Massachusetts College of Art (1)	54.5	43.3	38.7	--	--	47.6	-3.0	68	51	63	--	--
Massachusetts College of Liberal Arts (1)	55.0	45.6	37.3	--	--	48.3	--	84	31	88	--	--
Salem State College (1)	56.0	47.3	39.8	32.5	--	47.9	1.1	315	47	73	--	15.1
Westfield State College (1)	55.4	47.5	36.4	--	--	47.6	--	166	34	75	--	7.7
Worcester State College (1)	58.1	49.1	38.9	36.3	--	48.6	--	169	44	60	3	--
Doctoral												
University of Massachusetts-Amherst (1)	78.2	60.7	50.0	41.5	--	* 67.1	--	1,068	28	76	6	16.1
University of Massachusetts-Boston (1)	74.9	61.1	49.6	45.6	--	* 62.6	--	441	38	74	2	14.9
University of Massachusetts-Dartmouth (1)	71.0	57.7	52.4	45.0	--	62.8	4.8	334	33	72	--	20.8
University of Massachusetts-Lowell (1)	74.7	62.6	51.2	--	--	* 68.0	--	415	28	83	--	16.2
Independent												
AA												
Aquinas College-Milton Campus (1)	--	--	--	--	30.5	30.5	--	10	100	--	--	4.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
Aquinas College-Newton Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Bay State College (1)	--	--	--	--	37.8	37.8	2.1	19	58	--	--	6.8
Dean College (1)	+	43.6	31.4	--	--	*34.4	3.7	20	35	--	--	10.1
Fisher College (1)	--	--	--	--	43.6	43.6	5.5	17	71	--	--	8.2
Laboure College (1)	+	+	39.6	--	--	*39.6	10.9	17	82	--	--	7.2
Marian Court College (1)	--	--	--	--	+	+	--	1	100	--	67	--
Urban College of Boston (1)	--	--	--	--	+	+	--	2	100	--	--	--
BA												
Amherst College (1)	86.8	60.8	49.9	--	--	75.8	7.4	146	32	82	--	20.4
Art Institute of Boston (1)	37.9	33.0	--	--	--	35.0	8.0	20	30	--	--	6.5
Bay Path College (1)	+	49.6	46.8	--	--	*48.2	--	26	73	--	--	8.6
Becker College-Leicester (1)	44.2	36.2	+	--	--	*40.5	4.5	18	61	--	--	13.4
Becker College-Worcester (1)	50.2	44.0	35.2	--	--	*45.4	--	24	63	--	--	12.7
Berklee College of Music (1)	56.0	48.7	42.2	--	--	*48.8	--	149	7	--	--	7.7
Bradford College (1)	47.6	41.8	32.9	--	--	*42.2	--	34	38	--	--	11.9
College of the Holy Cross (1)	78.7	59.0	46.2	--	--	*60.9	--	191	35	71	--	14.3
Forsyth School For Dental Hygienists (1)	--	--	--	--	--	--	--	--	--	--	100	--
Hampshire College (1)	59.8	49.8	38.5	--	--	52.0	8.9	83	46	--	--	10.4
Lasell College (1)	+	39.2	36.3	--	+	*37.3	7.0	32	81	6	0	6.9
Montserrat College of Art (1)	+	35.6	33.0	--	+	*34.5	--	18	56	--	--	8.5
Mount Ida College (1)	46.6	38.0	33.0	--	31.4	*40.8	--	69	52	52	--	10.5
Newbury College-Brookline (1)	--	--	--	--	--	--	--	--	--	--	100	--
Radcliffe College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Simons Rock College of Bard (1)	--	--	--	--	46.7	46.7	7.3	34	26	--	--	11.3
Stonehill College (1)	58.7	48.6	38.7	--	--	*48.3	--	122	31	66	--	13.2
Wellesley College (1)	92.0	64.5	51.6	54.9	--	*74.5	--	210	57	73	--	22.2
Wentworth Institute of Technology (1)	51.5	45.3	45.8	--	--	46.6	5.0	105	17	--	--	11.5
Wheaton College (1)	73.5	51.5	43.5	--	--	*57.6	7.0	93	51	56	--	13.2
BA+												
Anna Maria College (1)	--	+	+	--	--	+	14.4	3	100	100	88	--
Assumption College (1)	60.3	49.0	39.4	33.5	--	*47.0	--	113	33	65	--	12.7
Atlantic Union College (1)	+	+	--	--	--	+	--	2	50	50	95	--
Babson College (1)	99.0	74.8	64.1	63.0	--	*75.9	--	153	29	53	--	19.0
Bentley College (1)	83.8	72.0	58.7	46.6	--	68.9	--	205	32	60	--	16.4
Cambridge College (1)	--	--	--	--	--	--	--	--	--	--	100	--
College of Our Lady of the Elms (1)	49.1	37.2	32.9	--	--	*38.1	--	50	72	58	--	9.0
Conway School of Landscape Design (1)	--	--	--	--	+	+	--	2	50	--	--	--
Curry College (1)	54.5	50.0	38.5	32.2	--	*49.9	--	74	62	--	--	12.5
Emmanuel College (1)	53.7	50.0	37.4	--	--	*47.9	6.9	47	72	49	--	9.7
Endicott College (1)	45.0	40.5	39.1	--	+	*41.1	--	50	64	--	--	11.3
Gordon College (1)	55.4	48.5	40.1	35.1	--	48.7	--	79	35	56	--	14.2
Hebrew College (1)	+	+	--	--	--	+	2.5	4	25	75	--	9.5
Hellenic College-Holy Cross Grk Orth Sch of Theol (1)	58.5	51.4	+	--	--	*56.3	11.1	14	14	36	--	13.8
Merrimack College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Mgh Institute of Health Professions (1)	+	61.6	50.6	--	--	*55.4	1.2	21	95	--	34	14.0
Mount Holyoke College (1)	81.4	59.0	46.3	51.8	--	66.4	5.8	191	46	70	--	16.5
Nichols College (1)	+	45.1	+	--	--	*45.1	--	13	15	100	61	14.7
Pine Manor College (1)	46.8	38.6	32.1	--	--	*38.0	--	24	75	50	--	6.8
Regis College (1)	59.1	47.4	40.4	32.2	--	*46.5	--	63	78	63	--	11.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
School of the Museum of Fine Arts (1)	--	--	--	--	38.0	38.0	8.2	53	38	--	--	5.5
The Boston Conservatory (1)	--	--	--	--	28.5	28.5	8.2	39	62	--	--	5.7
Western New England College (1)	77.4	55.7	49.0	32.9	--	60.4	-0.1	136	31	66	--	15.4
Wheelock College (1)	56.2	46.0	37.8	35.5	--	*43.8	--	60	80	50	--	10.3
Williams College (1)	88.5	60.0	49.1	65.1	--	69.7	4.0	217	36	65	--	19.1
Doctoral												
American International College (1)	51.8	42.4	37.1	30.0	--	39.4	--	83	54	40	--	9.2
Andover Newton Theological School (1)	61.7	49.4	+	--	--	*58.0	2.7	14	21	79	--	19.2
Boston College (1)	98.9	68.4	58.6	46.7	--	75.7	3.0	618	34	70	--	17.4
Boston University (1)	91.3	58.8	46.9	31.6	--	65.7	5.0	1,057	31	52	8	13.5
Brandeis University (1)	77.5	56.8	47.1	40.9	--	63.4	3.7	309	31	64	--	15.4
Clark University (1)	73.6	53.8	45.5	--	--	61.3	3.0	151	32	83	--	15.3
Emerson College (1)	86.3	61.1	49.8	34.1	--	*55.4	--	101	41	53	5	12.2
Episcopal Divinity School (1)	--	--	--	--	--	--	--	--	--	--	100	--
Gordon-Conwell Theological Seminary (1)	62.4	53.3	46.9	--	--	*58.0	1.2	30	7	63	--	7.2
Harvard University (1)	123.7	70.5	64.3	66.4	--	99.1	5.3	1,247	24	57	--	21.5
Lesley College (1)	59.6	48.0	41.4	--	--	*49.4	--	67	72	6	41	9.9
Mass. College of Pharmacy & Allied Hlth Sc (1)	65.1	49.7	47.5	--	--	*50.3	--	38	32	--	56	9.6
Massachusetts Institute of Technology (1)	107.0	73.3	63.2	40.4	--	88.8	3.9	860	18	66	10	22.1
New England Conservatory of Music (1)	--	--	--	--	--	--	--	--	--	--	100	--
Northeastern University (1)	81.1	60.4	53.1	32.0	44.3	62.9	2.1	608	33	63	18	18.4
Simmons College (1)	62.4	51.0	42.3	37.8	--	*51.5	--	170	69	50	--	12.2
Smith College (1)	88.8	61.5	49.2	39.7	--	*72.2	--	259	46	75	--	17.6
Springfield College (1)	66.2	50.7	41.7	31.9	--	50.1	4.8	148	46	63	24	11.8
Suffolk University (1)	83.6	62.2	47.7	33.7	--	66.1	1.5	258	34	50	--	14.5
Tufts University (1)	86.8	63.2	48.1	41.2	--	*66.9	3.2	372	35	69	23	18.6
Weston Jesuit School of Theology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Worcester Polytechnic Institute (1)	77.3	60.1	55.8	41.4	--	*64.6	--	194	14	72	7	17.8
MICHIGAN												
Public												
AA												
Alpena Community College (1)	--	--	--	--	51.0	51.0	3.3	46	28	0	0	16.7
Bay De Noc Community College (1)	--	--	--	--	50.7	50.7	4.0	43	40	81	0	16.7
Bay Mills Community College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Delta College (1)	--	--	--	--	--	--	--	0	--	--	100	--
Glen Oaks Community College (1)	53.1	--	--	--	--	*53.1	8.2	27	52	85	0	14.1
Gogebic Community College (1)	52.1	44.1	--	--	--	*51.0	--	29	34	0	9	13.5
Grand Rapids Community College (1)	--	--	--	--	61.4	61.4	17.8	207	41	80	5	17.7
Henry Ford Community College (1)	--	--	--	--	72.1	72.1	1.7	174	40	0	2	16.3
Jackson Community College (1)	63.5	58.7	53.0	47.2	+	*58.0	--	89	46	99	0	19.2
Kalamazoo Valley Community College (1)	--	--	--	--	54.6	54.6	8.8	108	36	89	0	16.7
Kellogg Community College (1)	--	--	--	--	56.8	56.8	2.1	79	59	81	7	17.5
Kirtland Community College (1)	--	--	--	--	--	--	--	0	--	--	100	--
Lake Michigan College (1)	--	--	--	--	49.7	49.7	5.0	55	40	0	0	15.7
Lansing Community College (1)	--	--	--	--	--	--	--	0	--	--	100	--
Macomb Community College (1)	--	--	--	--	60.3	60.3	3.4	241	29	91	0	20.2
Mid Michigan Community College (1)	--	--	--	--	47.3	47.3	7.2	32	47	91	0	14.8
Monroe County Community College (1)	67.5	60.1	55.3	45.3	--	58.2	--	56	30	89	0	18.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
Montcalm Community College (1)	--	--	--	--	49.8	49.8	1.5	24	38	67	0	39.3
Mott Community College (1)	58.0	54.9	51.9	46.6	--	55.2	4.8	153	54	0	0	16.7
Muskegon Community College (1)	--	--	--	--	56.8	56.8	3.5	97	36	88	0	17.4
North Central Michigan College (1)	53.4	--	--	37.0	--	*49.9	--	30	43	0	0	18.0
Northwestern Michigan College (1)	--	--	--	--	53.7	53.7	4.0	94	35	0	1	17.3
Oakland Comm College-Bloomfield Hills Campus (1)	--	--	--	--	65.4	65.4	4.5	290	45	100	0	20.7
Schoolcraft College (1)	--	--	--	--	63.0	63.0	3.4	105	44	0	1	21.2
Southwestern Michigan College (1)	--	--	--	--	39.8	39.8	-1.2	45	42	0	0	12.6
St Clair County Community College (1)	--	--	--	--	55.6	55.6	2.0	70	43	89	0	17.1
Washtenaw Community College (1)	--	--	--	--	59.0	59.0	4.4	148	43	--	--	13.1
Wayne County Community College (1)	--	--	--	--	55.4	55.4	--	110	55	96	--	22.5
West Shore Community College (1)	50.4	42.4	--	--	--	*48.9	--	29	41	76	0	16.6
BA+												
Ferris State University (1)	58.5	50.7	44.8	40.4	32.7	50.8	--	383	25	72	9	17.0
Grand Valley State University (1)	67.1	54.9	42.9	37.6	--	52.2	1.7	435	41	57	--	18.0
Lake Superior State University (1)	59.0	50.1	40.2	--	--	*49.1	--	115	30	71	--	15.6
Northern Michigan University (1)	66.7	51.9	39.6	35.4	41.4	53.7	5.7	313	35	65	3	19.3
Saginaw Valley State University (1)	58.2	46.8	40.4	29.2	--	49.5	--	200	35	71	--	16.5
University of Michigan-Dearborn (1)	65.9	54.4	47.9	33.6	--	53.0	2.9	233	31	60	--	13.7
University of Michigan-Flint (1)	62.6	52.3	42.4	33.7	--	*48.4	--	186	39	49	6	13.9
Doctoral												
Central Michigan University (1)	67.3	53.1	44.0	33.8	--	56.0	3.2	549	34	69	2	15.9
Eastern Michigan University (1)	63.6	49.5	42.2	25.6	--	51.4	1.3	739	40	74	--	12.3
Michigan State University (1)	76.8	64.3	49.2	37.3	--	66.8	6.2	1,232	28	76	33	18.7
Michigan Technological University (1)	75.0	54.9	48.5	37.9	--	58.0	3.5	345	20	69	7	20.8
Oakland University (1)	72.2	57.5	46.3	46.4	--	60.2	2.4	383	32	87	--	20.2
University of Michigan-Ann Arbor (1)	96.1	67.7	54.7	35.2	--	*72.8	--	1,792	32	61	11	17.1
Wayne State University (1)	80.3	61.2	48.8	38.6	--	*60.3	--	740	35	57	18	14.2
Western Michigan University (1)	70.7	55.7	45.1	33.8	--	55.7	2.2	714	32	62	12	21.0
Independent												
AA												
Great Lakes College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Great Lakes Junior College of Business-Bad Axe (3)	--	--	--	--	--	--	--	--	--	--	--	--
Great Lakes Junior College of Business-Bay City (3)	--	--	--	--	--	--	--	--	--	--	--	--
Great Lakes Junior College of Business-Caro (3)	--	--	--	--	--	--	--	--	--	--	--	--
Great Lakes Junior College of Business-Saginaw (3)	--	--	--	--	--	--	--	--	--	--	--	--
Lewis College of Business (1)	--	--	--	--	19.9	19.9	-16	11	45	--	--	23.0
BA												
Adrian College (1)	51.3	43.2	36.7	--	+	*44.6	3.2	64	38	58	--	13.4
Albion College (1)	59.8	48.1	38.0	34.9	--	48.8	2.5	110	32	64	--	12.8
Alma College (1)	61.0	49.3	40.3	--	--	*52.1	4.5	79	29	73	--	12.3
Baker College of Auburn Hills (1)	--	--	--	--	+	+	--	1	100	--	86	--
Baker College of Cadillac (1)	--	--	--	--	--	--	--	--	--	--	100	--
Baker College of Flint (1)	+	52.3	45.8	--	--	*46.9	3.5	35	57	--	--	14.8
Baker College of Jackson (1)	--	--	--	--	--	--	--	--	--	--	100	--
Baker College of Mount Clemens (1)	--	--	--	--	--	--	--	--	--	--	100	--
Baker College of Muskegon (1)	--	--	--	--	--	--	--	--	--	--	100	--
Baker College of Owosso (1)	+	+	+	--	--	+	--	6	50	--	--	14.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Baker College of Port Huron (1)	--	--	--	--	35.5	* 35.5	--	5	80	--	44	12.5
Center For Creative Studies College of Art and Des (1)	47.4	40.9	32.9	--	--	44.5	6.0	44	20	--	--	10.2
Cleary College (1)	+	40.9	+	--	--	* 40.9	26.5	10	60	--	--	8.7
Cleary College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Concordia College (1)	28.7	34.4	30.6	--	--	* 31.2	--	38	26	37	--	9.5
Cornerstone College (1)	41.0	36.4	29.4	--	--	* 34.8	1.8	48	31	46	4	10.0
Davenport College of Business-Holland (1)	--	--	--	--	--	--	--	--	--	--	--	--
Davenport College-Kalamazoo (1)	--	--	--	--	28.1	* 28.1	--	9	78	--	50	9.2
Davenport College-Lansing (1)	--	--	--	--	26.6	* 26.6	--	7	71	--	56	7.4
Detroit College of Business-Flint (1)	--	--	--	--	+	+	--	3	33	--	--	--
Grace Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Hope College (1)	59.0	46.4	39.4	--	--	* 49.6	--	186	37	66	--	14.6
Kalamazoo College (1)	59.8	46.4	37.8	--	--	* 47.6	--	84	35	55	--	12.2
Kendall College of Art and Design (1)	48.1	39.1	36.1	--	--	41.7	2.3	27	44	--	--	10.9
Reformed Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Rochester College (1)	+	--	25.2	17.6	--	* 21.4	2.0	9	67	11	67	5.8
Saint Mary's College (4)	--	--	--	--	--	29.8	--	10	--	--	--	--
Suomi College (1)	+	35.1	31.6	27.9	--	* 32.8	--	21	76	57	32	8.5
William Tyndale College (1)	+	--	32.9	--	--	* 32.9	-0.1	8	50	--	--	6.5
BA+												
Aquinas College (1)	46.9	39.8	34.4	--	--	40.4	14.1	82	43	62	--	11.1
Baker College Center For Graduate Studies (1)	--	--	--	--	--	--	--	--	--	--	100	--
Calvin College (1)	53.8	47.3	41.2	34.8	--	49.0	2.2	266	27	50	--	14.7
Center For Humanistic Studies (1)	--	--	--	--	--	--	--	--	--	--	100	--
Cranbrook Academy of Art (1)	--	--	--	--	--	--	--	--	--	--	100	--
Davenport College (1)	+	55.0	52.1	37.6	--	* 48.6	--	39	36	--	--	16.5
Detroit College of Business-Dearborn (1)	--	--	--	--	41.3	41.3	4.3	27	44	93	--	16.9
Detroit College of Business-Warren (1)	--	--	--	--	34.5	34.5	0.6	13	38	46	--	15.5
Kettering University (1)	64.8	55.7	50.1	46.8	--	55.1	--	108	21	59	25	15.2
Lawrence Technological University (1)	67.1	53.3	47.8	44.7	--	* 55.1	--	87	22	76	6	11.4
Madonna University (1)	56.9	46.5	41.2	36.1	--	* 46.6	--	95	63	3	1	9.7
Marygrove College (1)	47.5	43.1	34.9	--	--	* 39.9	4.4	50	64	62	--	11.4
Northwood University (1)	45.0	41.3	43.8	--	--	* 43.1	--	36	31	--	--	7.0
Olivet College (1)	45.0	39.5	35.3	--	--	* 37.8	--	34	41	41	6	8.5
Sacred Heart Major Seminary (1)	+	+	30.4	--	--	* 30.4	4.6	14	36	--	--	9.8
Siena Heights College (1)	43.9	40.5	35.0	--	--	* 39.1	--	52	48	--	5	11.0
Spring Arbor College (1)	44.3	38.4	29.7	25.5	--	* 35.8	--	65	42	52	4	9.0
Walsh College of Accountancy and Business Admin (1)	+	57.9	+	--	--	* 57.9	4.3	15	33	--	--	8.6
Doctoral												
Andrews University (1)	38.2	32.0	32.1	--	--	* 32.9	--	26	46	31	89	11.7
Calvin Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Grand Rapids Baptist Seminary (1)	43.6	37.0	+	--	--	* 39.8	--	8	--	50	--	12.0
Michigan Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Western Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
MINNESOTA												
Public												
AA												
Alexandria Technical College (1)	--	--	--	--	45.3	45.3	4.8	79	29	--	--	11.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
Anoka-Hennepin Technical College (1)	--	--	--	--	44.8	44.8	7.5	67	42	--	--	10.3
Anoka-Ramsey Community College (1)	--	--	--	--	52.4	52.4	4.1	92	52	--	--	12.9
Cambridge Comm Coll-Campus of Anoka-Ramsey (1)	--	--	--	--	--	--	--	--	--	--	--	--
Central Lakes College-Brainerd (1)	--	--	--	--	45.2	45.2	6.4	98	35	--	--	11.4
Central Lakes College-Staples Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Century Community and Technical College (1)	--	--	--	--	49.0	49.0	4.4	130	42	--	--	12.0
Dakota County Technical College (1)	--	--	--	--	44.6	44.6	6.8	84	43	--	--	10.0
Fergus Falls Community College (1)	--	--	--	--	47.9	47.9	4.3	30	57	--	--	13.1
Fond Du Lac Tribal and Community College (1)	--	--	--	--	46.3	46.3	5.7	15	40	--	--	12.6
Hennepin Technical College (1)	--	--	--	--	46.0	46.0	5.2	122	31	--	--	10.4
Hibbing Comm College-A Tech & Comm College (1)	--	--	--	--	47.2	47.2	3.2	58	33	--	--	11.7
Inver Hills Community College (1)	--	--	--	--	52.2	52.2	2.3	73	51	--	--	12.8
Itasca Community College (1)	--	--	--	--	54.1	54.1	6.7	35	37	--	--	13.8
Lake Superior College (1)	--	--	--	--	46.3	46.3	8.7	86	49	--	--	11.4
Laurentian Community and Technical College Dist (1)	--	--	--	--	48.0	48.0	--	73	32	--	--	12.5
Leech Lake Tribal College (1)	--	--	--	--	31.0	31.0	--	18	56	--	0	4.8
Mesabi Range Community and Technical College (3)	--	--	--	--	--	--	--	--	--	--	--	--
Mesabi Range Community and Technical College (4)	--	--	--	--	--	48.8	--	61	--	--	--	--
Minneapolis Community and Technical College (1)	--	--	--	--	50.3	50.3	4.1	142	47	--	--	12.6
Minnesota State Coll-Southeast-Red Wing Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Minnesota State Coll-Southeast-Winona Campus (1)	--	--	--	--	45.8	45.8	7.9	42	45	--	--	11.2
Minnesota West Community and Technical College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Minnesota West Community and Technical College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Minnesota West Community and Technical College (1)	--	--	--	--	43.6	43.6	6.5	78	37	--	--	11.1
Minnesota West Community and Technical College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Minnesota West Community and Technical College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Normandale Community College (1)	--	--	--	--	54.0	54.0	2.9	138	50	--	--	13.2
North Hennepin Community College (1)	--	--	--	--	51.8	51.8	5.2	83	55	--	--	12.9
Northland Community and Technical College (1)	--	--	--	--	44.0	44.0	7.6	46	28	--	--	11.3
Northwest Technical College-Bemidji (1)	--	--	--	--	38.4	38.4	3.2	168	46	--	--	9.7
Northwest Technical College-Detroit Lakes (1)	--	--	--	--	--	--	--	--	--	--	--	--
Northwest Technical College-East Grand Forks (1)	--	--	--	--	--	--	--	--	--	--	--	--
Northwest Technical College-Moorhead (1)	--	--	--	--	--	--	--	--	--	--	--	--
Northwest Technical College-Wadena (1)	--	--	--	--	--	--	--	--	--	--	--	--
Pine Technical College (1)	--	--	--	--	39.9	39.9	12.7	12	50	--	--	10.5
Rainy River Community College (1)	--	--	--	--	48.3	48.3	0.7	21	38	--	--	12.8
Ridgewater Coll-A Comm and Tech Coll-Willmar (1)	--	--	--	--	44.1	44.1	6.3	138	37	--	--	11.3
Ridgewater College-A Comm and Technical College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Riverland Community College (1)	--	--	--	--	44.9	44.9	6.0	81	44	--	--	12.9
Riverland Community College-Albert Lea (3)	--	--	--	--	--	--	--	--	--	--	--	--
Rochester Community and Technical College (1)	--	--	--	--	49.0	49.0	4.9	107	57	--	--	11.9
Saint Cloud Technical College (1)	--	--	--	--	44.1	44.1	5.4	83	33	--	--	10.5
South Central Technical College-Faribault (1)	--	--	--	--	--	--	--	--	--	--	--	--
South Central Technical College-Mankato (1)	--	--	--	--	42.5	42.5	2.3	82	39	--	--	9.7
St Paul Technical College (1)	--	--	--	--	46.8	46.8	4.0	94	43	--	--	11.9
BA												
University of Minnesota-Crookston (1)	+	51.7	43.2	--	--	*46.5	3.6	35	29	69	13	15.3
University of Minnesota-Morris (1)	64.9	49.4	37.7	34.3	--	46.6	2.6	114	38	51	--	16.0

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
Bemidji State University (1)	57.7	46.9	40.2	29.6	--	* 48.9	--	178	34	67	--	12.6
Metropolitan State University (1)	61.1	50.6	44.9	--	--	* 51.5	--	72	50	67	--	12.9
Minnesota State Unversity-Mankato (1)	61.4	53.0	43.2	31.4	--	52.7	5.1	452	37	69	--	12.1
Moorhead State University (1)	59.4	48.4	40.6	30.2	--	* 49.7	--	256	35	72	--	12.6
Saint Cloud State University (1)	58.7	48.5	42.0	31.9	--	51.0	5.2	522	35	72	--	12.8
Southwest State University (1)	61.3	49.9	39.7	31.2	--	50.9	--	104	33	64	--	12.7
Winona State University (1)	59.5	48.0	40.3	30.0	--	50.1	7.4	282	39	66	--	12.6
Doctoral												
University of Minnesota-Duluth (1)	71.2	57.4	45.7	34.1	--	56.4	10.0	330	32	68	4	17.3
University of Minnesota-Twin Cities (1)	87.5	61.7	51.5	42.6	--	73.6	5.7	1,167	27	81	19	20.3
Independent												
AA												
Bethany Lutheran College (1)	--	--	--	--	38.9	38.9	11.9	26	19	35	--	11.5
Dunwoody Industrial Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Nei College of Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Carleton College (1)	77.4	58.3	46.2	41.0	--	64.6	5.4	166	36	72	--	19.0
College of Saint Benedict (1)	55.2	48.0	39.6	32.4	--	45.4	3.6	121	60	64	--	11.9
College of Visual Arts (1)	--	--	--	--	--	--	--	--	--	--	100	--
Concordia College at Moorhead (1)	59.0	46.3	39.2	33.1	--	44.6	5.5	179	40	56	1	8.1
Gustavus Adolphus College (1)	60.2	48.5	40.9	36.0	--	48.9	4.7	166	37	63	--	10.8
Macalester College (1)	77.3	59.5	45.9	36.5	--	60.2	--	147	38	56	--	13.9
Minnesota Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
North Central University (1)	42.6	34.7	34.7	--	--	* 37.0	2.9	36	33	--	--	7.8
Northwestern College (1)	43.7	37.9	36.5	--	--	38.9	3.0	58	22	--	--	10.2
Oak Hills Christian College (1)	--	--	--	--	18.9	* 18.9	--	7	29	--	--	7.2
Saint Olaf College (1)	58.4	47.5	38.5	36.8	--	47.8	3.3	218	38	73	--	10.3
BA+												
Augsburg College (1)	49.9	40.5	35.5	28.9	--	* 40.6	--	130	50	62	--	11.3
Bethel College (1)	50.8	43.8	37.4	33.8	--	44.6	4.2	132	37	55	--	13.6
Cardinal Stritch University (1)	--	--	--	--	--	--	--	--	--	--	--	--
College of Saint Catherine-Minneapolis (1)	+	44.7	41.9	33.5	--	* 41.1	11.4	57	75	14	--	11.7
College of Saint Catherine-Saint Paul Campus (1)	51.7	43.6	36.3	27.4	--	41.3	--	150	74	52	--	73.6
College of Saint Scholastica (1)	46.2	41.6	36.8	31.7	+	* 39.1	2.1	84	52	46	10	11.1
Concordia University (1)	--	--	--	--	27.6	27.6	--	6	50	--	92	5.4
Crown College (1)	16.2	13.4	16.2	--	--	* 15.4	5.6	27	11	33	--	26.2
Minneapolis College of Art and Design (1)	51.7	42.6	36.7	33.2	+	* 41.7	--	27	33	--	--	9.4
Regions Hospital Dietectic Internship (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint John's University (1)	58.8	46.5	37.0	33.1	--	* 45.8	-2.3	143	27	61	--	11.9
William Mitchell College of Law (1)	97.1	+	--	--	--	* 97.1	--	32	31	94	--	22.0
Doctoral												
Bethel Theological Seminary (1)	52.5	+	+	--	--	* 52.5	--	12	8	50	--	12.9
Hamline University (1)	60.8	46.1	34.5	30.0	--	* 50.2	--	114	44	69	22	13.0
Luther Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint Mary's University of Minnesota (1)	53.9	44.2	36.3	29.8	34.3	42.9	1.9	93	27	54	4	9.4
United Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of St Thomas (1)	66.8	50.7	40.9	35.7	--	49.8	2.9	321	36	69	--	12.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
MISSISSIPPI												
Public												
AA												
Coahoma Community College (1)	--	--	--	--	32.5	32.5	6.7	23	78	--	50	11.7
Copiah-Lincoln Community College (1)	--	--	--	--	39.4	39.4	3.6	95	56	--	--	9.5
Copiah-Lincoln Comm College-Natchez Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
East Central Community College (1)	--	--	--	--	40.3	40.3	11.1	69	58	--	5	9.0
East Mississippi Community College (1)	--	--	--	--	36.7	36.7	5.4	57	46	--	23	8.3
East Mississippi Comm College-Golden Triangle (3)	--	--	--	--	--	--	--	--	--	--	--	--
Hinds Community College-Jackson Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Hinds Community College-Rankin Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Hinds Community College-Raymond Campus (1)	--	--	--	--	37.4	37.4	0.9	367	62	--	4	9.3
Hinds Community College-Utica Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Hinds Comm College-Vicksburg-Warren County (1)	--	--	--	--	--	--	--	--	--	--	--	--
Holmes Community College (1)	--	--	--	--	36.0	36.0	2.4	74	77	100	30	8.6
Itawamba Community College (1)	--	--	--	--	38.6	38.6	1.1	82	65	--	43	8.8
Jones County Junior College (1)	--	--	--	--	41.3	41.3	-3.3	151	54	--	14	9.8
Meridian Community College (1)	--	--	--	--	36.2	36.2	3.2	71	79	--	46	6.8
Mississippi Delta Community College (1)	--	--	--	--	41.1	41.1	3.1	98	61	--	13	9.0
Mississippi Gulf Coast Community College (1)	--	--	--	--	39.3	39.3	1.3	304	57	--	14	8.9
Northeast Mississippi Community College (1)	--	--	--	--	42.9	42.9	2.6	98	69	--	22	7.9
Northwest Mississippi Community College (1)	--	--	--	--	43.2	43.2	3.1	140	64	--	17	9.0
Pearl River Community College (1)	--	--	--	--	35.5	35.5	3.7	104	65	--	21	8.6
Pearl River Community College-Forrest County Ctr (1)	--	--	--	--	--	--	--	--	--	--	--	--
Southwest Mississippi Community College (1)	--	--	--	--	42.3	42.3	4.8	56	68	--	19	9.2
BA+												
Alcorn State University (1)	50.9	43.9	41.2	28.6	--	40.0	--	145	46	29	16	10.1
Mississippi University For Women (1)	49.7	41.1	37.5	33.0	--	39.5	6.0	103	58	34	20	9.3
Mississippi Valley State University (1)	48.2	41.4	35.0	31.6	--	*37.7	--	106	30	27	4	10.4
Doctoral												
Delta State University (1)	49.2	42.0	38.7	32.6	--	42.0	2.2	159	43	42	14	9.7
Jackson State University (1)	52.3	46.8	40.3	30.8	--	42.4	3.9	271	44	42	15	10.2
Mississippi State University (1)	66.9	52.6	45.3	24.6	38.0	48.7	7.4	553	33	51	35	8.2
University of Mississippi Main Campus (1)	67.9	52.7	41.2	26.9	--	50.7	--	379	32	59	18	11.3
University of Mississippi Medical Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Southern Mississippi (1)	65.8	50.3	41.7	33.8	--	50.4	3.4	556	36	46	11	10.7
Independent												
AA												
Mary Holmes College (1)	31.3	+	+	24.9	--	*27.7	2.9	19	42	--	--	5.7
Wood College (1)	27.8	--	22.9	22.9	+	*24.1	7.3	17	76	41	--	4.8
BA												
Blue Mountain College (1)	37.3	36.7	37.2	32.3	--	*36.4	--	26	50	19	--	7.9
Rust College (1)	36.8	31.6	27.3	24.0	--	28.7	1.8	46	39	--	4	5.9
Southeastern Baptist College (1)	+	--	--	--	--	+	--	2	100	--	50	--
Tougaloo College (1)	34.8	30.6	29.2	23.2	--	*30.4	3.0	59	37	53	--	9.0
Wesley College (1)	--	--	18.1	--	--	*18.1	--	7	29	--	--	1.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
Belhaven College (1)	42.2	37.2	34.8	--	--	*37.3	--	42	26	33	--	7.4
Millsaps College (1)	60.9	46.0	38.6	--	--	*46.2	3.7	89	38	56	--	11.3
Mississippi College (1)	59.2	47.2	38.6	32.8	--	46.2	2.6	156	44	54	1	8.0
William Carey College (1)	39.2	35.0	33.1	20.3	--	*34.1	0.2	37	46	22	47	7.0
MISSOURI												
Public												
AA												
Crowder College (1)	--	--	--	--	28.7	28.7	4.3	43	56	--	38	5.7
East Central College (1)	--	--	--	--	39.3	39.3	4.0	57	37	72	3	7.9
Jefferson College (1)	43.9	35.8	35.3	30.6	--	39.6	--	82	40	68	6	7.6
Linn State Technical College (1)	--	--	--	--	29.0	29.0	-2.1	59	20	--	18	8.4
Longview Community College (1)	--	--	--	--	41.7	41.7	2.5	88	41	92	4	9.6
Maple Woods Community College (1)	--	--	--	--	45.0	45.0	0.3	48	46	94	9	9.7
Mineral Area College (1)	--	--	--	--	32.6	32.6	-1.7	47	64	--	20	6.1
Moberly Area Community College (1)	--	--	--	--	30.7	30.7	0.2	35	49	11	22	5.4
North Central Missouri College (1)	--	--	--	--	37.4	37.4	6.3	21	48	67	28	6.0
Ozarks Technical Community College (1)	--	--	--	--	35.0	35.0	3.0	80	41	--	16	7.1
Penn Valley Community College (1)	--	--	--	--	42.7	42.7	6.2	65	58	97	14	9.4
Saint Louis Community College-Florissant Valley (1)	61.4	53.7	44.4	37.1	--	*55.3	--	122	43	--	--	10.3
Saint Louis Community College-Forest Park (1)	61.3	53.3	44.4	40.0	--	53.2	4.9	109	53	--	--	9.8
Saint Louis Community College-Meramec (1)	61.4	52.5	44.0	39.0	--	*53.7	--	172	47	--	--	10.1
Southwest Missouri State University-West Plains (1)	+	+	34.5	27.5	--	*31.5	-2.7	25	56	60	--	8.7
St Charles County Community College (1)	49.1	40.7	35.6	--	--	*41.2	--	62	52	--	2	7.3
State Fair Community College (1)	--	--	--	--	36.1	36.1	--	49	41	--	14	6.4
Three Rivers Community College (1)	--	--	--	--	34.7	34.7	2.5	54	50	59	--	6.7
BA												
Harris-Stowe State College (1)	51.3	44.9	36.7	31.1	--	39.7	0.0	52	54	40	--	9.8
Missouri Southern State College (1)	54.1	45.7	38.3	32.9	--	43.8	2.0	191	31	59	5	11.2
Missouri Western State College (1)	55.8	46.1	39.2	26.2	--	*44.1	--	184	38	48	1	11.3
BA+												
Central Missouri State University (1)	59.7	51.3	43.0	30.9	--	50.0	2.8	395	37	67	7	12.4
Lincoln University (1)	54.5	44.5	35.5	30.7	34.7	40.4	-3.9	121	47	41	1	11.9
Northwest Missouri State University (1)	60.3	47.4	39.3	29.4	--	*43.9	--	227	37	36	2	10.9
Southwest Missouri State University (1)	61.8	49.6	40.2	28.1	28.0	*48.2	--	634	36	66	9	11.8
Truman State University (1)	58.7	48.8	39.2	31.6	--	45.6	4.6	350	35	53	2	12.0
Doctoral												
Southeast Missouri State University (1)	59.9	49.2	40.5	33.9	--	49.0	2.4	365	36	66	4	12.4
University of Missouri-Columbia (1)	77.7	58.6	48.4	38.6	--	*62.4	--	663	28	69	26	11.5
University of Missouri-Kansas City (1)	74.6	55.4	44.1	37.9	--	*60.6	--	318	33	75	32	11.0
University of Missouri-Rolla (1)	83.3	63.1	49.6	--	--	*68.4	2.9	252	8	74	9	12.5
University of Missouri-St Louis (1)	70.8	53.5	43.2	48.3	--	56.8	4.8	284	38	69	14	10.5
Independent												
AA												
Cottey College (1)	50.0	40.0	34.7	--	--	41.5	3.7	31	55	68	--	9.8
Kemper Military School and College (1)	--	--	--	--	25.8	25.8	--	10	30	--	--	2.2
Ranken Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Southeast Missouri Hospital College of Nursing (1)	--	--	--	--	--	--	--	--	--	--	100	--
Wentworth Military Academy (1)	--	--	--	--	22.1	22.1	--	3	100	--	25	--
BA												
Central Bible College (1)	43.0	35.9	32.4	27.7	--	* 33.8	5.6	38	32	--	--	6.1
Central Christian College of the Bible (1)	29.9	--	--	--	--	29.9	--	3	--	--	40	--
College of the Ozarks (1)	50.4	45.5	37.3	--	--	43.8	--	84	27	43	--	10.0
Conception Seminary College (1)	--	+	+	--	--	+	8.3	3	--	--	--	--
Culver-Stockton College (1)	43.8	40.2	32.8	26.8	--	37.4	--	50	20	56	--	7.8
Deaconess College of Nursing (1)	--	40.4	38.4	30.2	--	36.1	4.1	17	100	--	--	--
Hannibal-Lagrange College (1)	38.9	34.1	31.0	26.6	--	* 31.3	--	45	56	--	--	8.5
Kansas City Art Institute (1)	50.8	42.9	34.6	29.7	--	* 43.5	--	46	35	63	--	9.2
Lester E Cox College of Nursing and Health Science (1)	--	--	42.0	33.0	--	37.5	--	14	100	--	--	5.5
Messenger College (1)	--	+	+	--	--	+	19.6	3	33	--	--	--
Missouri Valley College (1)	39.5	36.5	30.7	21.9	--	* 33.2	0.2	45	36	--	27	5.3
Ozark Christian College (1)	--	--	--	--	32.9	32.9	-1.8	26	15	--	--	6.1
Saint Louis Christian College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint Luke's College (1)	--	+	42.6	--	--	* 42.6	--	15	93	0	--	15.6
William Jewell College (1)	52.4	41.0	37.3	30.3	--	* 44.4	--	83	42	70	5	11.7
BA+												
Avila College (1)	44.8	42.0	35.6	35.0	--	* 38.6	4.2	54	61	--	--	6.9
Baptist Bible College (1)	+	36.5	29.3	--	--	* 35.6	3.6	28	50	100	--	5.5
Central Methodist College (1)	44.2	36.1	31.7	25.4	--	* 36.8	--	57	44	54	5	6.8
Columbia College (1)	45.4	37.7	36.5	--	--	* 38.8	--	50	28	58	6	8.3
Drury College (1)	54.4	44.4	39.0	34.9	--	* 43.6	--	96	35	47	4	10.1
Fontbonne College (1)	63.0	51.8	42.6	39.9	--	* 48.9	--	44	57	50	4	8.0
Jewish Hospital-College of Nursing and Allied Hlth (1)	--	48.1	45.1	--	--	* 46.1	--	20	100	--	--	6.1
Lindenwood University (1)	51.8	43.6	36.7	--	--	42.4	--	60	50	--	53	6.2
Maryville University of Saint Louis (1)	53.1	43.3	37.2	30.8	+	* 43.0	3.3	80	58	44	7	9.4
Missouri Baptist College (1)	38.7	34.9	32.1	31.6	--	* 33.3	-0.2	26	31	--	30	8.0
Park College (1)	47.4	41.5	34.3	--	+	* 38.4	--	39	33	36	17	6.6
Research College of Nursing (1)	+	53.3	42.2	36.5	--	* 42.2	--	34	100	--	--	5.3
Rockhurst College (1)	61.4	48.3	35.9	33.8	--	* 47.4	2.1	100	33	65	7	8.9
Southwest Baptist University (1)	45.2	37.4	33.2	26.1	--	35.1	--	81	38	62	24	8.6
Stephens College (1)	--	--	--	--	30.7	30.7	1.8	52	54	52	2	6.3
William Woods University (1)	45.7	38.3	35.4	29.6	--	* 37.2	0.8	46	54	24	12	8.9
Doctoral												
Aquinas Institute of Theology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Assemblies of God Theological Seminary (1)	43.4	39.3	+	--	--	* 41.9	--	9	--	56	--	8.6
Calvary Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Concordia Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Covenant Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Eden Theological Seminary (1)	56.1	+	+	--	--	* 56.1	3.0	9	56	67	18	8.9
Midwestern Baptist Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Nazarene Theological Seminary (4)	--	--	--	--	--	26.7	--	14	--	--	--	--
Saint Louis University-Main Campus (1)	78.0	54.2	45.4	36.9	--	58.0	5.2	409	30	60	23	11.5
Saint Paul School of Theology (1)	52.1	46.3	39.0	--	--	* 45.8	4.8	13	38	77	7	8.9
St Louis College of Pharmacy (1)	66.0	51.7	46.3	--	--	* 53.9	5.8	23	39	65	61	10.7
Washington University (1)	91.6	59.8	59.7	--	--	75.4	--	516	24	72	12	15.7
Webster University (1)	61.3	44.6	37.6	--	--	46.6	1.3	118	53	68	20	12.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
MONTANA												
Public												
AA												
Dawson Community College (1)	--	--	--	--	32.5	32.5	6.7	22	41	64	--	9.1
Flathead Valley Community College (1)	--	--	--	--	37.6	37.6	4.4	40	33	75	--	7.3
Flathead Valley Community College-Lincoln County (1)	--	--	--	--	--	--	--	--	--	--	--	--
Fort Belknap College (1)	--	--	--	--	18.4	* 18.4	--	6	67	--	25	6.8
Fort Peck Community College (4)	--	--	--	--	--	31.3	--	20	--	--	--	--
Helena College of Technology of University of Mt (1)	-	--	--	--	32.7	32.7	4.4	36	39	50	--	7.8
Little Big Horn College (4)	--	--	--	--	--	29.4	--	11	--	--	--	--
Miles Community College (1)	--	--	--	--	32.6	32.6	5.3	21	52	--	--	12.0
Montana State University-Coll of Techn-Great Falls (1)	--	--	--	--	36.2	36.2	2.1	13	54	54	61	9.1
Montana State University-College of Techn-Billings (1)	--	--	--	--	32.9	32.9	3.6	28	29	54	--	8.5
Montana Tech-College of Technology (1)	--	--	--	--	--	--	--	--	--	--	--	--
Stone Child College (4)	--	--	--	--	--	31.7	--	9	--	--	--	--
BA												
Western Montana College-University of Montana (1)	46.1	38.3	35.5	29.5	--	* 39.2	--	45	44	38	--	9.3
BA+												
Montana State University-Billings (1)	50.8	42.0	36.3	28.4	--	* 42.9	--	139	37	55	--	10.3
Montana State University-Northern (1)	46.4	41.1	36.0	27.5	--	* 39.8	--	63	22	63	3	9.8
Montana Tech of the University of Montana (1)	55.5	45.4	37.9	34.2	--	* 46.0	--	105	26	70	--	10.7
Doctoral												
Montana State University-Bozeman (1)	62.9	51.1	42.9	31.9	--	50.4	5.2	400	31	57	7	11.2
The University of Montana-Missoula (1)	59.4	45.9	38.8	34.1	--	48.8	6.0	408	30	60	5	10.7
Independent												
AA												
Dull Knife Memorial College (1)	--	--	--	--	21.8	* 21.8	--	7	29	--	13	7.1
Education America Inc (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Carroll College (1)	44.6	38.1	31.8	--	--	* 36.6	--	67	36	57	--	8.3
Rocky Mountain College (1)	40.0	32.4	30.9	--	--	* 34.5	3.4	43	37	65	--	6.5
Salish Kootenai College (1)	--	--	--	--	33.8	33.8	9.2	38	42	--	12	8.2
BA+												
University of Great Falls (4)	--	--	--	--	--	35.4	--	50	--	--	--	--
NEBRASKA												
Public												
AA												
Central Community College Area (1)	--	--	--	--	29.9	29.9	4.2	64	61	--	54	9.7
McCook Community College (1)	--	--	--	--	35.1	35.1	1.4	25	44	80	--	11.3
Metropolitan Community College Area (1)	--	--	--	--	38.1	38.1	-4.7	130	46	100	13	11.7
Mid Plains Community College (1)	--	--	--	--	40.6	40.6	13.3	31	16	84	42	12.1
Nebraska College of Technical Agriculture (1)	--	35.6	+	--	--	* 35.6	--	4	100	--	78	8.4
Nebraska Indian Community College (1)	--	--	--	--	29.8	29.8	5.8	10	60	--	--	3.9
Northeast Community College (1)	--	--	--	--	35.5	35.5	5.6	99	33	--	--	11.9
Southeast Community College Area (1)	--	--	--	--	35.4	35.4	10.6	27	56	--	89	12.8
Western Nebraska Community College (1)	--	--	--	--	34.1	34.1	-1.4	67	39	--	4	12.6

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
Chadron State College (1)	54.0	43.8	36.1	28.1	--	* 41.1	-1.8	102	29	51	--	9.6
Peru State College (1)	51.8	36.4	34.9	--	--	* 41.8	6.4	40	23	73	5	9.7
University of Nebraska at Kearney (1)	58.4	48.4	39.3	29.9	--	* 45.8	--	316	36	59	--	10.2
Wayne State College (1)	52.5	43.7	35.6	30.0	--	* 42.8	--	130	41	64	6	10.2
Doctoral												
University of Nebraska at Lincoln (1)	76.0	53.7	46.2	30.8	--	57.4	--	776	30	67	31	12.2
University of Nebraska at Omaha (1)	60.9	53.1	41.8	30.3	--	50.8	--	426	31	65	2	10.5
University of Nebraska Medical Center (1)	--	47.4	40.2	33.8	--	* 40.9	0.4	47	91	26	70	9.4
Independent												
AA												
Grand Island College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
College of Saint Mary (1)	55.2	43.8	37.1	--	--	* 44.0	--	35	69	--	--	6.9
Dana College (1)	41.3	37.3	32.8	29.1	--	* 34.4	--	43	47	79	--	8.4
Midland Lutheran College (1)	48.0	36.8	33.0	29.8	--	* 36.1	6.3	54	48	61	--	8.1
Nebraska Christian College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Nebraska Wesleyan University (1)	51.4	41.8	35.4	32.0	--	42.3	--	86	37	64	3	9.5
Union College (1)	36.1	34.8	33.8	--	--	* 35.2	--	33	24	33	23	8.4
York College (1)	36.9	32.3	27.2	--	--	* 30.8	--	29	17	38	--	6.6
BA+												
Bellevue University (1)	46.3	39.9	31.1	--	--	* 36.6	--	31	32	--	47	7.5
Bryan Lgh Medical Center School of Nurse Anesth (1)	--	--	--	--	--	--	--	--	--	--	100	--
Clarkson College (1)	--	+	41.4	--	--	* 41.4	5.5	8	100	--	76	8.0
Concordia University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Doane College (1)	50.9	44.0	37.4	28.1	--	* 42.7	--	63	35	48	--	9.0
Grace University (1)	37.2	34.1	29.1	--	--	* 33.6	--	14	7	--	7	6.5
Hastings College (1)	49.7	40.7	37.0	32.3	--	* 40.7	--	68	24	66	--	9.4
Nebraska Methodist College of Nursing & Allied Hlt (1)	+	42.2	40.2	--	--	* 41.0	2.0	23	96	--	8	6.2
Doctoral												
Creighton University (1)	78.1	50.8	38.0	29.1	--	* 50.9	3.1	263	35	61	33	11.5
NEVADA												
Public												
AA												
Community College of Southern Nevada (1)	51.6	--	--	38.9	--	43.7	-3.9	361	41	38	4	5.9
Great Basin College (1)	51.1	--	--	39.7	--	46.5	5.3	37	41	59	10	8.7
Truckee Meadows Community College (1)	56.5	--	--	39.5	--	* 49.2	--	110	40	56	4	10.3
Western Nevada Community College (1)	57.0	--	--	41.8	46.6	* 51.8	--	79	49	67	2	10.2
Doctoral												
University of Nevada-Las Vegas (1)	79.5	59.6	46.6	39.6	--	* 58.6	--	573	30	57	9	10.9
University of Nevada-Reno (1)	81.8	61.4	48.9	40.6	--	* 64.6	--	383	30	66	10	10.4
Independent												
BA+												
Sierra Nevada College (1)	+	39.1	+	--	--	* 39.1	1.9	13	23	100	7	8.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
NEW HAMPSHIRE												
Public												
AA												
NH Comm Tech Coll-Manchester/Stratham (1)	39.1	33.7	30.4	--	--	37.1	3.7	66	52	--	16	14.6
New Hampshire Comm Technical Coll-Berlin/Laco (1)	38.2	34.5	+	28.1	--	*36.6	3.6	46	33	--	26	14.3
New Hampshire Comm Technical College-Nashua (1)	37.8	34.6	31.9	--	--	*36.2	--	53	53	--	23	14.0
New Hampshire Technical Institute (1)	39.2	34.2	29.6	--	--	*37.4	--	68	56	--	26	14.7
BA												
University of New Hampshire-Manchester (1)	--	--	--	--	--	--	--	--	--	--	--	--
BA+												
Keene State College (1)	59.5	47.9	39.4	29.4	--	*48.7	--	171	44	68	2	11.6
Plymouth State College (1)	60.0	47.2	38.3	32.9	34.5	*50.2	3.3	164	37	76	--	13.9
Doctoral												
University of New Hampshire-Main Campus (1)	70.4	52.4	42.0	--	--	*56.7	--	588	34	77	3	16.7
Independent												
AA												
Castle College (1)	--	--	--	--	+	+	--	2	50	--	--	--
White Pines College (1)	--	--	--	--	+	+	--	3	33	--	--	--
BA												
Colby-Sawyer College (1)	48.2	39.8	34.0	--	--	38.6	1.3	41	51	34	--	10.4
Daniel Webster College (4)	--	--	--	--	--	41.9	--	26	--	--	--	--
Franklin Pierce College (1)	53.6	42.6	35.9	--	--	*45.1	--	68	29	--	--	12.0
Saint Anselm College (1)	55.7	44.4	37.2	29.4	+	*42.8	--	119	37	67	1	9.6
Thomas More College of Liberal Arts (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA+												
Franklin Pierce Law Center (1)	84.0	--	--	--	--	*84.0	--	12	17	75	40	19.9
New England College (1)	43.3	35.5	28.3	20.4	--	34.7	5.5	46	41	11	--	7.2
Notre Dame College (1)	+	34.1	32.3	28.5	+	*32.5	0.6	37	73	--	5	7.0
Rivier College (1)	47.2	42.1	38.2	36.0	--	42.4	5.8	58	47	41	27	9.6
Doctoral												
Antioch New England Graduate School-NH (1)	--	--	--	--	--	--	--	--	--	--	100	--
Bangor Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	--	--
Dartmouth College (1)	92.3	66.1	52.2	--	--	75.1	5.7	381	30	72	--	19.4
New Hampshire College (1)	66.7	53.2	42.6	--	--	*57.9	--	85	29	1	7	13.5
NEW JERSEY												
Public												
AA												
Atlantic Community College (1)	63.2	57.6	42.0	--	--	50.3	-6.4	63	51	76	--	17.9
Bergen Community College (1)	78.4	65.9	48.8	38.0	--	*65.3	--	188	47	85	--	15.5
Brookdale Community College (1)	73.4	59.4	46.8	37.0	--	57.4	1.4	213	55	77	--	14.8
Burlington County College (1)	66.1	65.3	61.3	36.2	--	*59.9	0.6	63	44	83	--	14.6
Camden County College (1)	75.9	61.8	50.3	--	--	*58.4	--	113	44	82	10	18.4
County College of Morris (1)	69.9	60.2	51.0	39.3	--	62.0	--	176	45	92	--	14.8
Cumberland County College (1)	--	56.9	46.7	35.1	--	50.5	6.0	40	45	85	2	15.6
Essex County College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Gloucester County College (1)	74.4	68.8	65.7	50.3	--	66.0	2.7	68	35	90	--	19.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Hudson County Community College (1)	57.4	54.3	47.4	37.8	--	* 44.9	--	53	47	79	--	13.2
Mercer County Community College (1)	71.2	53.3	46.6	35.1	--	57.2	0.2	105	42	86	9	19.7
Middlesex County College (1)	76.8	64.2	54.7	41.5	--	59.7	--	200	50	74	0	13.4
Ocean County College (1)	75.9	58.6	47.7	39.3	--	57.5	3.6	111	49	91	--	14.8
Passaic County Community College (1)	79.9	57.6	47.8	37.8	--	52.6	6.3	72	64	75	--	14.2
Raritan Valley Community College (1)	71.2	58.1	48.6	37.7	--	56.6	0.4	88	51	78	--	15.5
Salem Community College (1)	+	+	42.7	39.9	+	* 41.0	4.1	24	54	71	--	13.4
Sussex County Community College (1)	--	43.1	37.9	--	--	* 39.0	--	39	59	64	--	13.2
Union County College (1)	74.5	58.7	43.8	31.1	--	56.6	4.9	179	55	75	--	14.4
Warren County Community College (1)	+	+	37.5	32.7	--	* 35.1	--	16	63	56	--	12.2
BA+												
Kean University (1)	75.5	61.3	49.3	--	--	63.2	3.4	347	44	78	3	17.3
New Jersey City College (1)	76.3	61.2	48.2	--	--	60.7	3.4	237	43	75	--	16.3
Ramapo College of New Jersey (1)	76.7	61.5	47.2	--	--	63.7	3.5	141	34	79	1	14.0
Rutgers University-Camden (1)	98.2	71.4	49.7	34.6	--	* 73.3	--	196	32	65	9	17.1
The College of New Jersey (1)	77.2	62.0	48.5	--	--	60.6	--	322	39	71	1	16.6
The Richard Stockton College of New Jersey (1)	77.2	61.1	45.3	31.6	--	* 59.2	--	189	40	67	--	12.1
William Paterson University of New Jersey (1)	76.4	60.4	47.4	41.2	--	60.7	1.8	340	43	68	--	13.6
Doctoral												
Montclair State University (1)	76.6	61.4	48.1	32.7	--	62.0	6.9	439	39	71	1	16.6
New Jersey Institute of Technology (1)	95.2	76.3	61.1	33.7	59.5	* 73.4	--	322	16	65	11	15.4
Rowan University (1)	76.6	59.7	46.0	33.4	--	57.5	1.7	364	37	66	--	15.7
Rutgers University-New Brunswick (1)	96.4	68.5	50.9	36.0	+	* 75.3	--	1,143	28	70	21	17.4
Rutgers University-Newark (1)	105.0	74.9	58.1	49.7	66.8	* 79.4	--	366	33	62	14	17.8
University of Medicine and Dentistry of New Jersey (1)	+	54.2	46.2	37.9	--	* 46.6	--	34	82	3	83	14.0
Independent												
BA												
Bloomfield College (1)	59.5	50.7	41.6	37.0	--	* 48.8	--	62	52	50	--	13.1
Rabbi Jacob Joseph School (1)	--	--	--	--	40.0	40.0	--	4	--	75	--	--
Talmudical Academy-New Jersey (1)	16.0	--	--	--	--	16.0	--	3	--	--	--	--
BA+												
Caldwell College (1)	53.5	43.5	35.5	31.7	--	* 40.9	1.2	66	58	45	--	7.9
Centenary College (1)	+	41.3	34.2	29.9	--	* 36.5	--	33	64	18	11	9.0
College of Saint Elizabeth (1)	49.9	45.6	38.5	--	--	44.6	0.9	47	74	49	13	6.8
Felician College (1)	43.7	44.7	38.7	37.0	--	* 40.2	--	56	61	--	--	9.5
Georgian Court College (1)	55.0	46.6	40.1	--	--	* 45.3	--	81	60	36	--	8.9
Monmouth University (1)	76.5	63.5	45.9	31.7	--	54.0	1.9	190	41	43	--	14.9
Rider University (1)	71.6	64.3	48.3	--	--	* 64.6	--	197	38	84	13	15.6
Saint Peter's College (1)	66.3	52.5	40.8	33.4	--	* 54.6	--	114	35	69	--	10.0
Doctoral												
Drew University (1)	87.6	52.0	39.1	33.8	--	62.9	10.7	145	43	63	--	13.0
Fairleigh Dickinson University-All Campuses (1)	59.8	49.8	48.8	33.6	--	* 52.4	--	225	29	64	13	16.5
New Brunswick Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Princeton Theological Seminary (1)	84.7	60.4	48.3	--	--	* 72.3	--	47	28	81	--	26.0
Princeton University (1)	114.9	68.8	54.3	48.0	--	90.9	4.9	699	23	68	--	19.9
Seton Hall University (1)	83.3	59.1	43.1	40.1	49.3	59.9	2.5	354	39	59	--	12.1
Stevens Institute of Technology (1)	82.9	61.5	50.6	29.8	--	* 68.0	--	123	11	51	--	15.9

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
NEW MEXICO												
Public												
AA												
Albuquerque Technical Vocational Institute (1)	--	--	--	--	32.3	32.3	0.1	12	67	--	96	6.6
Clovis Community College (1)	--	--	--	--	34.8	34.8	8.3	41	54	10	21	9.4
Eastern New Mexico University-Roswell Campus (1)	--	--	--	33.5	33.2	* 33.4	--	57	54	46	--	7.3
Luna Vocational Technical Institute (1)	--	--	--	--	31.4	31.4	-1.9	43	47	86	2	7.4
Mesa Technical College (1)	--	--	--	--	35.8	35.8	--	12	42	--	--	8.4
New Mexico Junior College (1)	37.1	--	--	--	--	37.1	3.9	67	45	0	0	6.4
New Mexico Military Institute (1)	46.1	41.0	32.5	31.6	+	* 38.3	6.4	62	35	63	13	7.7
New Mexico State University-Alamogordo (1)	+	35.5	32.4	28.3	--	* 31.5	--	37	43	46	3	7.7
New Mexico State University-Carlsbad (1)	43.0	36.8	+	31.1	--	* 36.0	3.4	25	60	56	--	8.5
New Mexico State University-Dona Ana (1)	39.5	35.6	31.4	27.6	--	* 32.7	--	43	63	47	39	7.9
New Mexico State University-Grants (1)	+	+	+	--	--	+	5.0	10	50	40	9	8.0
Northern New Mexico Community College (1)	--	--	--	--	32.5	32.5	11.1	43	47	37	--	7.2
San Juan College (1)	46.7	42.0	40.6	38.0	--	* 39.8	--	70	47	--	14	11.8
Santa Fe Community College (1)	--	--	--	--	29.0	29.0	-3.9	39	67	--	29	6.8
Southwestern Indian Polytechnic Institute (3)	--	--	--	--	--	--	--	--	--	--	--	--
University of New Mexico-Gallup Campus (1)	+	+	34.0	32.1	--	* 32.7	10.0	62	47	3	13	7.3
University of New Mexico-Valencia County Branch (1)	+	36.4	+	32.0	--	* 33.5	6.5	19	53	42	10	8.1
BA+												
Eastern New Mexico University-Main Campus (1)	52.9	40.9	36.4	30.0	--	* 39.6	--	132	40	46	1	9.2
New Mexico Highlands University (1)	50.0	42.2	37.2	--	32.2	41.3	7.0	130	40	54	--	10.1
Western New Mexico University (1)	48.0	36.4	32.7	23.4	--	* 38.0	--	90	48	60	--	11.5
Doctoral												
New Mexico Institute of Mining and Technology (1)	62.8	49.1	42.0	29.8	--	* 50.7	--	101	12	66	7	14.2
New Mexico State University-Main Campus (1)	60.3	48.9	41.5	26.8	--	48.6	4.7	431	34	59	23	11.3
University of New Mexico-Main Campus (1)	69.1	50.4	42.2	37.0	--	54.7	--	770	36	68	11	11.0
Independent												
AA												
Crownpoint Institute of Technology (4)	--	--	--	--	--	30.7	--	20	--	--	--	--
BA+												
College of Santa Fe (1)	47.0	40.4	35.4	--	--	41.3	7.3	55	36	60	20	6.0
College of the Southwest (1)	--	+	32.7	--	--	* 32.7	--	16	56	--	--	4.6
Southwestern College (1)	--	--	--	--	--	--	--	--	--	--	100	--
St John's College (4)	--	--	--	--	--	34.2	--	48	--	--	--	--
NEW YORK												
Public												
AA												
Adirondack Community College (1)	53.0	38.6	34.4	--	--	* 41.4	--	99	47	88	--	14.3
Broome Community College (1)	58.3	50.5	39.3	--	--	* 52.1	-1.6	147	37	91	--	15.0
Cayuga County Community College (1)	53.8	41.7	+	--	--	* 52.8	-0.6	43	37	95	7	11.4
Clinton Community College (1)	49.8	41.7	33.5	--	--	* 39.2	13.0	44	48	50	--	11.1
Columbia-Greene Community College (1)	55.0	43.7	38.2	30.8	--	* 43.6	--	40	48	70	5	13.0
Corning Community College (1)	58.2	39.7	35.1	30.1	--	* 48.3	4.2	106	37	82	1	10.7
CUNY Borough of Manhattan Community College (1)	75.8	56.8	45.6	40.9	--	57.2	0.7	285	53	59	0	14.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
CUNY Bronx Community College (1)	76.0	60.5	43.7	40.2	--	*56.0	--	200	39	57	0	14.2
CUNY Hostos Community College (1)	76.2	62.1	49.5	46.2	--	58.0	--	136	49	68	0	14.7
CUNY Kingsborough Community College (1)	77.4	58.2	48.1	43.4	--	58.9	--	218	47	71	0	15.0
CUNY La Guardia Community College (1)	73.1	57.2	43.6	42.4	--	58.1	3.8	241	57	55	0	14.8
CUNY Queensborough Community College (1)	77.4	63.2	46.7	41.8	--	62.9	-0.4	244	41	72	0	16.0
Dutchess Community College (1)	59.0	49.6	38.8	31.4	--	46.4	0.7	120	48	76	--	14.0
Erie Community College-City Campus (1)	56.5	49.8	42.9	35.3	--	49.3	6.1	106	44	98	--	12.3
Erie Community College-North Campus (1)	58.0	52.4	42.8	34.7	--	50.7	4.6	175	51	95	--	13.1
Erie Community College-South Campus (1)	56.4	50.0	44.1	35.0	--	*50.7	--	106	39	95	--	11.7
Finger Lakes Community College (1)	63.8	49.7	38.7	32.2	--	49.4	5.3	97	40	77	--	12.2
Fulton-Montgomery Community College (1)	64.9	56.1	43.3	32.2	--	51.3	3.8	55	36	84	--	13.3
Genesee Community College (1)	57.0	44.5	38.1	30.2	--	*46.8	--	68	54	--	--	12.6
Herkimer County Community College (1)	48.0	40.4	34.8	26.8	--	*39.7	--	76	38	87	--	11.1
Hudson Valley Community College (1)	63.2	50.5	40.0	31.8	--	47.6	-4.2	262	48	80	--	12.8
Jamestown Community College (1)	51.5	41.2	36.2	32.7	--	43.6	--	72	46	85	--	14.3
Jamestown Comm College-Cattaraugus County (1)	--	--	--	--	--	--	--	--	--	--	--	--
Jefferson Comm College (1)	65.2	48.0	40.1	35.6	--	*45.0	3.5	73	53	67	--	12.9
Mohawk Valley Community College-Rome Branch (1)	--	--	--	--	--	--	--	--	--	--	--	--
Mohawk Valley Community College-Utica Branch (1)	52.3	42.0	35.8	28.8	--	40.3	11.6	136	36	83	--	12.7
Monroe Community College (1)	66.2	51.5	44.1	34.0	--	*52.8	--	256	42	80	3	14.6
Monroe Comm College-E Kent Damon City Center (1)	--	--	--	--	--	--	--	--	--	--	--	--
Nassau Community College (1)	82.3	66.3	55.7	46.7	--	67.4	3.1	526	47	80	7	18.5
Niagara County Community College (1)	67.0	56.8	49.9	36.9	--	56.5	4.3	132	49	85	4	17.7
North Country Community College (1)	52.9	47.8	37.0	27.5	--	*39.7	-8.8	27	52	67	4	10.5
North Country Community College-Malone (1)	--	--	--	--	--	--	--	--	--	--	--	--
North Country Community College-Ticonderoga (1)	--	--	--	--	--	--	--	--	--	--	--	--
Onondaga Community College (1)	59.0	50.8	41.5	36.8	--	*51.2	--	150	46	90	--	15.6
Orange County Community College (1)	62.0	52.2	43.0	34.2	--	48.0	-0.6	142	49	82	--	18.3
Rockland Community College (1)	67.9	51.7	46.0	38.4	+	*56.5	0.1	136	52	86	1	16.9
Schenectady County Community College (1)	50.7	38.4	30.9	34.3	--	*42.3	1.2	60	50	--	--	14.8
Suffolk County Comm College-Ammerman Campus (1)	71.4	54.8	45.4	43.3	--	64.3	2.2	197	44	87	--	18.0
Suffolk County Comm College-Eastern Campus (1)	69.3	50.7	46.6	42.3	--	*56.6	--	43	40	70	--	17.9
Suffolk County Comm College-Western Campus (1)	69.0	53.9	46.9	--	--	*58.5	--	82	51	73	--	16.9
Sullivan County Community College (1)	50.5	43.0	34.3	--	--	*43.9	-1.0	40	40	73	--	12.0
SUNY Ulster County Community College (1)	58.0	48.4	41.8	34.2	--	50.9	2.8	60	45	87	--	15.6
SUNY Westchester Commmunity College (1)	75.1	65.7	55.5	--	--	64.6	1.6	162	41	92	--	23.2
Tompkins-Cortland Community College (1)	52.5	39.3	37.3	--	--	*50.2	--	58	50	98	--	15.6
BA												
CUNY Medgar Evers College (1)	76.6	59.8	51.6	43.8	--	58.1	--	137	50	55	0	16.7
CUNY New York City Technical College (1)	76.6	62.2	50.7	48.9	--	*61.5	--	270	40	72	0	17.6
CUNY York College (1)	77.4	63.0	48.8	49.2	--	*61.7	--	142	42	67	0	17.6
SUNY College at Old Westbury (1)	64.8	49.9	39.6	35.3	--	*50.7	--	113	51	71	--	13.2
SUNY College of Agric and Techn at Cobleskill (1)	49.5	43.7	37.3	32.0	--	*43.7	--	109	32	71	5	11.7
SUNY College of Agric and Techn at Morrisville (1)	51.3	42.0	37.1	32.9	--	41.2	3.6	98	37	57	4	10.1
SUNY College of Technology at Alfred (1)	54.0	44.2	35.5	30.7	--	*42.1	--	139	22	50	1	11.6
SUNY College of Technology at Canton (1)	50.6	42.7	38.9	35.1	--	44.2	2.1	76	25	68	--	11.1
SUNY College of Technology at Delhi (1)	50.3	41.4	35.1	30.6	--	40.9	2.0	96	32	65	1	11.4
SUNY College of Technology at Farmingdale (1)	68.5	55.4	44.7	35.9	--	55.7	5.0	169	38	71	1	14.0
United States Military Academy (1)	86.3	+	46.8	--	--	*56.7	--	25	40	--	65	16.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
CUNY Bernard M Baruch College (1)	77.9	63.5	53.4	51.0	--	*66.1	--	409	33	74	0	18.9
CUNY Brooklyn College (1)	79.3	63.5	47.7	50.9	--	*69.3	--	461	34	83	0	19.8
CUNY City College (1)	79.5	63.5	53.3	49.9	--	69.7	2.7	453	31	80	0	20.0
CUNY Hunter College (1)	77.6	62.5	48.2	48.3	--	*65.3	--	526	51	75	0	17.6
CUNY John Jay College Criminal Justice (1)	78.7	63.0	49.6	46.8	--	*64.3	--	236	41	68	0	18.4
CUNY Lehman College (1)	78.9	64.4	50.0	48.4	--	*64.4	--	280	40	70	0	18.5
CUNY Queens College (1)	78.5	63.1	49.4	47.5	--	66.4	2.4	514	34	78	0	19.1
Fashion Institute of Technology (1)	83.2	65.9	57.6	39.5	--	62.3	1.6	171	50	78	--	17.4
SUNY College at Brockport (1)	66.1	55.3	42.9	34.7	--	51.4	--	285	39	56	--	13.5
SUNY College at Buffalo (1)	58.0	47.7	41.2	31.1	--	48.0	4.8	379	36	69	2	12.8
SUNY College at Cortland (1)	57.5	44.5	36.1	34.7	--	*46.9	--	226	34	69	--	12.8
SUNY College at Fredonia (1)	60.9	47.1	38.4	28.7	--	*49.0	--	222	28	68	1	13.5
SUNY College at Geneseo (1)	58.2	47.1	38.7	37.6	--	45.7	5.6	248	39	56	1	15.0
SUNY College at New Paltz (1)	64.1	49.6	41.8	35.6	--	49.7	5.1	257	39	56	2	13.5
SUNY College at Oneonta (1)	58.9	47.1	41.1	34.1	--	47.7	1.1	195	31	69	2	13.1
SUNY College at Oswego (1)	58.8	47.6	39.3	33.2	--	*47.9	--	303	35	62	1	12.9
SUNY College at Plattsburgh (1)	57.3	47.3	37.8	30.2	--	*46.7	--	246	35	62	2	12.8
SUNY College at Potsdam (1)	58.0	43.7	36.2	32.7	--	*44.9	--	205	31	58	0	12.3
SUNY College at Purchase (1)	60.8	49.3	39.7	--	--	*51.1	--	109	39	74	--	13.7
SUNY Empire State College (1)	--	--	--	--	--	--	--	--	--	--	100	--
SUNY Institute of Technology at Utica-Rome (1)	58.3	52.4	47.1	--	--	*51.3	6.4	78	27	74	--	13.9
SUNY Maritime College (1)	55.5	51.8	39.0	--	--	*50.6	5.4	47	11	66	--	13.0
Doctoral												
Cornell University-NY State Statutory Colleges (1)	95.2	69.1	60.1	39.1	--	*67.5	--	78	35	55	88	19.7
CUNY College of Staten Island (1)	77.4	64.9	49.2	49.4	--	*63.3	--	273	39	76	0	18.1
CUNY Graduate School and University Center (1)	80.4	61.5	51.9	--	--	*76.6	--	84	36	93	0	21.9
New York State College of Ceramics at Alfred Univ (1)	68.4	52.2	39.0	--	--	*52.6	--	46	28	85	--	14.0
SUNY at Albany (1)	80.3	57.7	45.1	40.3	--	64.7	5.2	532	30	76	3	16.7
SUNY at Binghamton (1)	77.1	56.9	48.3	36.2	--	59.6	3.7	445	30	65	--	16.1
SUNY at Buffalo (1)	84.8	60.8	49.3	39.1	--	*67.0	5.2	806	27	66	18	17.2
SUNY at Stony Brook (1)	83.8	60.6	49.0	41.3	--	*67.7	--	633	25	72	20	17.6
SUNY Coll of Environmental Science and Forestry (1)	65.3	49.1	44.8	29.2	--	*50.6	6.5	68	21	53	38	12.9
SUNY College of Optometry (1)	+	--	--	--	--	+	--	1	--	100	98	--
SUNY Health Science Center at Brooklyn (1)	--	--	--	--	--	--	--	--	--	--	100	--
SUNY Health Science Center at Syracuse (1)	--	--	--	--	--	--	--	--	--	--	100	--
Independent												
AA												
Bramson Ort Technical Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Catholic Medical Center School of Nursing (1)	--	--	--	--	--	--	--	--	--	--	100	--
Cochran School of Nursing (1)	--	--	--	--	--	--	--	--	--	--	100	--
Crouse Hospital School of Nursing (1)	--	--	--	--	40.9	40.9	-2.6	11	100	--	15	12.7
Cvph Medical Center School of Radiologic Techn (1)	--	--	--	--	--	--	--	--	--	--	100	--
Dorothea Hopfer Schl of Nursing-Mt Vernon Hosp (1)	--	--	--	--	--	--	--	--	--	--	100	--
Ellis Hospital School of Nursing (1)	--	--	--	--	+	+	--	2	100	100	80	--
Helene Fuld College of Nursing (1)	--	--	--	--	--	--	--	--	--	--	100	--
Long Island College Hospital School of Nursing (1)	--	+	+	--	--	+	3.0	6	100	--	14	14.2
Maria College of Albany (1)	39.1	34.1	29.3	29.4	--	*31.3	4.8	28	89	39	--	5.3
Mater Dei College (1)	--	--	--	--	--	--	--	--	--	--	100	--

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Change (%)	# of Fac (#)	% Fem (%)	% Trtd (%)	% 11/12 (%)	Avg Bene ($)
Millard Fillmore Hospital School of Nursing (1)	--	--	--	--	--	--	--	--	--	--	100	--
Phillips Beth Israel School of Nursing (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint Elizabeth College of Nursing (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint Luke's Memorial Hospital Ctr Sch of Rad Tech (1)	--	--	--	--	--	--	--	--	--	--	100	--
Samaritan Hospital School of Nursing (4)	--	--	--	--	--	--	--	--	--	--	--	--
Sisters of Charity Hospital School of Nursing (1)	--	--	--	--	37.4	37.4	1.6	4	100	--	--	5.4
Sisters of Charity Medical Center School of Nurs (1)	--	--	--	--	--	--	--	--	--	--	100	--
St Joseph's Hospital Health Center School of Nurs (1)	--	--	--	--	--	--	--	--	--	--	100	--
Syrit College (4)	--	--	--	--	--	--	--	--	--	--	--	--
The Sage College-Albany Campus (3)	--	--	--	--	--	--	--	--	--	--	--	--
Trocaire College (1)	33.3	30.6	28.1	--	--	* 30.8	0.9	31	81	--	--	7.5
Villa Maria College Buffalo (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Albany College of Pharmacy (1)	62.4	50.8	+	33.6	--	* 47.9	-12	24	42	54	27	12.1
Barnard College (1)	88.7	58.7	48.0	46.4	35.8	* 59.6	--	174	57	34	--	16.0
Cazenovia College (1)	47.4	38.1	32.8	--	--	39.4	6.9	40	60	63	--	10.6
College of Aeronautics (1)	--	--	--	--	--	--	--	--	--	--	100	--
Concordia College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Culinary Institute of America (1)	--	--	--	--	--	--	--	--	--	--	100	--
Hamilton College (1)	78.6	59.1	47.6	41.5	--	63.5	5.9	148	36	71	--	16.8
Hartwick College (1)	61.4	49.7	40.1	--	--	* 51.7	--	104	40	66	--	15.6
Hilbert College (1)	39.3	36.8	33.9	--	--	* 36.4	--	28	50	--	--	7.9
Hobart William Smith Colleges (1)	68.0	53.0	37.9	33.1	--	55.3	3.5	132	42	70	--	13.7
Houghton College (1)	47.0	38.6	35.7	30.4	--	* 42.5	--	78	22	58	--	12.5
Keuka College (1)	46.1	37.8	33.2	--	--	38.6	--	46	46	59	--	7.6
Marymount College (1)	48.6	41.4	35.0	--	--	* 41.8	--	60	62	77	--	10.2
Marymount Manhattan College (1)	57.0	50.3	36.5	--	--	44.1	4.7	66	67	50	--	10.6
Mercy College-Bronx Branch Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Mercy College-White Plains Branch Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Mercy College-Yorktown Heights Branch Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Paul Smith's College of Arts and Science (1)	42.5	34.6	29.0	23.8	--	* 35.4	--	49	37	--	8	11.3
Rabbinical College of Long Island (1)	--	--	--	--	--	--	--	--	--	--	100	--
Rabbinical College of Ohr Shimon Yisroel (1)	14.8	--	--	--	--	14.8	--	11	--	100	--	5.9
Saint Joseph's College-Main Campus (1)	64.2	49.6	43.2	32.8	--	* 47.7	--	100	63	25	--	12.0
St Francis College (1)	63.7	49.3	39.7	31.4	--	49.9	-2.4	65	40	48	--	15.0
Talmudical Seminary of Oholei Torah (1)	10.4	--	--	--	--	10.4	13.1	14	--	0	--	14.0
The Sage Colleges (1)	49.0	41.6	34.3	26.2	--	40.5	3.5	155	64	72	--	9.9
Wells College (1)	52.7	42.8	34.9	--	--	45.8	--	43	56	74	--	10.9
Yeshiva and Kollel Harbotzas Torah (1)	--	--	--	--	--	--	--	--	--	--	100	--
Yeshiva Gedolah Imrei Yosef D'Spinka (1)	--	--	--	--	--	--	--	--	--	--	100	--
Yeshiva Shaar Hatorah (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA+												
Audrey Cohen College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Bank Street College of Education (1)	--	--	--	--	53.7	53.7	1.5	40	83	--	18	11.6
Bard College (4)	--	--	--	--	--	60.9	--	94	--	--	--	--
Boricua College (1)	--	--	+	34.5	--	* 34.5	--	23	61	--	48	8.3
Canisius College (1)	53.7	47.7	33.2	--	--	* 47.3	--	195	25	79	--	11.1
Central Yeshiva Tomchei Tmimim Lubavitz (1)	31.0	19.0	--	--	31.4	26.6	16.3	16	--	69	--	8.5
Colgate Rochester-Bexley-Crozer (1)	56.2	45.8	+	--	--	* 51.0	-0.2	11	45	55	--	11.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Colgate University (1)	86.2	64.8	47.2	--	--	*69.1	--	193	36	73	--	20.1
College of Mount Saint Vincent (1)	61.6	47.8	39.3	39.0	--	*45.9	--	61	66	56	--	11.3
College of New Rochelle (1)	66.2	54.1	44.0	--	+	*53.6	6.1	79	68	62	--	13.0
Cooper Union for the Advancement of Science & Art (1)	81.6	57.3	53.5	--	--	*70.4	--	55	25	82	--	24.7
D'youville College (1)	46.7	48.2	36.4	32.7	--	42.3	--	81	67	51	8	8.7
Daemen College (1)	55.2	44.9	39.0	--	--	*44.3	4.3	62	45	65	14	13.4
Dominican College of Blauvelt (1)	58.1	45.4	42.9	37.2	--	*42.5	--	57	68	33	--	9.3
Elmira College (1)	56.7	40.9	35.8	15.7	--	*36.9	--	69	43	55	12	10.8
Graduate School of Figurative Art (1)	--	--	--	--	36.5	36.5	4.3	3	--	--	--	--
Iona College (1)	66.7	51.3	41.3	35.2	--	51.2	--	170	33	73	--	11.3
Ithaca College (1)	65.8	52.2	39.2	34.3	--	49.5	3.3	385	41	58	--	14.8
Le Moyne College (1)	67.5	56.7	42.9	--	--	*56.8	--	121	36	75	--	14.3
Long Island University-Brentwood (1)	--	--	--	--	--	--	--	--	--	--	--	--
Long Island University-Rockland Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Long Island University-Southampton College (1)	74.2	53.9	45.4	--	--	*58.6	4.8	70	27	56	--	15.1
Long Island University-Westchester (1)	--	--	--	--	--	--	--	--	--	--	--	--
Manhattan College (1)	65.9	55.2	45.2	--	--	*56.3	--	160	26	74	--	17.4
Manhattanville College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Marist College (1)	64.7	53.3	43.3	37.9	--	47.1	--	157	35	45	--	16.0
Medaille College (1)	56.5	42.6	38.1	--	--	*44.0	--	43	37	47	--	8.9
Mercy College-Main Campus (1)	60.1	52.7	45.4	36.4	--	52.5	2.0	137	45	62	23	12.6
Molloy College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Mount Saint Mary College (1)	--	38.3	--	--	--	*38.3	--	4	25	--	92	6.7
Nazareth College of Rochester (1)	59.3	48.4	39.7	--	--	49.5	1.8	107	50	64	4	12.7
New Center for Holistic Health Education and Res (1)	--	--	--	--	--	--	--	--	--	--	100	--
New York Institute of Technology-Central Islip (1)	34.9	38.9	64.0	--	--	*42.4	-23	20	35	85	--	10.5
New York Inst of Technology-Manhattan Campus (1)	64.9	49.4	22.1	--	--	*49.1	--	54	17	81	--	14.0
Niagara University (1)	61.2	50.4	41.6	36.1	--	50.8	--	119	36	66	--	11.7
Nyack College (1)	42.6	39.5	35.1	30.5	--	*39.1	--	51	29	27	9	10.2
Pace University-Pleasantville Briarcliff (1)	77.7	63.5	51.2	--	--	*66.0	--	155	49	78	--	17.1
Pratt Institute-Main (1)	48.3	42.4	37.4	--	--	*45.6	--	95	24	68	--	10.5
Rabbinical College of Beth Shraga (1)	--	--	--	--	--	--	--	--	--	--	100	--
Rabbinical Seminary of Adas Yereim (1)	33.1	--	--	--	--	33.1	-12	7	--	100	--	20.8
Roberts Wesleyan College (1)	45.7	40.0	34.3	--	--	39.3	-0.5	78	46	24	1	6.6
Rochester General Hosp School of Medical Techn (3)	--	--	--	--	--	--	--	--	--	--	--	--
Saint Bonaventure University (1)	53.1	43.1	38.8	28.7	--	*42.5	--	133	26	65	--	10.0
Saint John Fisher College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint Joseph's College-Suffolk Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Saint Thomas Aquinas College (1)	64.4	52.0	42.8	--	--	*52.6	5.3	62	42	76	--	11.0
Saint Vincent's Hosp Medical Technology Program (3)	--	--	--	--	--	--	--	--	--	--	--	--
Sarah Lawrence College (1)	--	--	--	--	59.6	59.6	1.8	78	42	69	--	15.7
Sh'or Yoshuv Rabbinical College (1)	19.9	--	--	--	--	19.9	-15	9	--	100	--	43.0
Siena College (1)	57.9	49.0	41.6	--	--	*50.2	--	139	34	78	--	14.6
Skidmore College (1)	73.7	57.5	43.0	38.7	--	*56.6	--	198	44	58	--	17.9
St Bernard's Institute (1)	+	+	+	--	--	+	1.6	3	33	67	--	--
St Lawrence University (1)	71.3	53.0	40.5	35.7	--	56.1	--	153	32	74	--	18.6
The College of Insurance (1)	--	--	--	--	--	--	--	--	--	--	100	--
The College of Saint Rose (1)	--	--	--	--	--	--	--	--	--	--	100	--
Touro College (1)	93.6	57.3	40.0	25.3	--	45.4	5.1	264	45	9	--	8.8

	Prof ($)	Assc ($)	Asst ($)	Inst./ Lect ($)	No Rank ($)	Avg ($)	% Change (%)	# of Fac (#)	% Fem (%)	% Tnrd (%)	% 11/12 (%)	Avg Bene ($)
Union College (1)	76.3	57.6	46.6	--	--	62.8	--	161	27	52	--	17.8
Utica College of Syracuse University (1)	53.0	45.6	38.5	--	--	45.6	3.9	96	43	76	--	15.1
Vassar College (1)	79.5	60.6	46.2	43.0	--	*60.8	--	215	44	59	--	16.5
Wagner College (1)	60.5	48.9	41.3	36.4	--	*47.5	--	78	44	51	--	12.5
Webb Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
Doctoral												
Adelphi University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Alfred University (1)	58.4	45.0	38.1	--	--	49.6	--	111	32	77	--	11.8
Beth Hatalmud Rabbinical College (1)	5.8	4.5	--	2.6	--	4.7	--	12	--	50	--	--
Clarkson University (1)	77.6	57.8	53.6	43.5	--	*62.3	--	156	14	65	--	16.8
Columbia University in the City of New York (1)	109.2	69.5	55.0	43.5	--	84.8	4.8	953	27	54	18	20.9
Cornell University-Endowed Colleges (1)	93.5	67.3	59.0	42.7	--	*74.6	--	911	25	66	--	22.3
Dowling College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Fordham University (1)	91.1	66.1	51.4	35.3	35.9	*68.2	--	603	35	62	--	16.9
Hebrew Union College-Jewish Institute of Religion (1)	--	--	--	--	--	--	--	--	--	--	--	--
Hofstra University (1)	90.4	64.8	49.5	38.5	--	67.9	--	462	35	63	--	18.7
Jewish Theological Seminary of America (1)	--	--	--	--	--	--	--	--	--	--	100	--
Long Island University-Brooklyn Campus (1)	81.0	60.5	49.9	41.9	--	*61.2	--	292	47	44	--	15.2
Long Island University-C W Post Campus (1)	76.3	64.1	50.5	52.5	--	*66.2	6.2	309	39	71	--	17.7
Manhattan School of Music (1)	--	--	--	--	27.8	27.8	2.6	72	24	--	--	7.4
New School For Social Research (1)	88.7	65.4	48.6	--	48.4	*62.8	--	121	36	31	9	16.4
New York Institute of Technology-Old Westbury (1)	82.8	62.4	51.4	--	--	*66.8	--	116	26	80	--	18.6
New York University (1)	109.0	73.5	61.0	36.5	47.4	83.5	5.4	1,325	34	59	53	27.0
Pace University-New York (1)	80.7	61.6	50.6	37.0	+	*68.3	--	200	33	78	--	19.2
Pace University-White Plains (1)	111.6	93.3	46.8	--	66.4	*98.2	--	69	28	75	--	18.9
Polytechnic University (1)	76.6	61.6	45.9	34.9	--	61.8	1.8	154	16	55	--	12.4
Rensselaer Polytechnic Institute (1)	85.9	61.1	55.3	--	--	73.1	0.5	334	15	76	2	18.2
Rochester Institute of Technology (1)	76.4	59.2	50.7	44.0	--	60.2	--	609	28	86	4	15.1
Rockefeller University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint John's University-New York (1)	93.4	64.3	52.8	--	+	*70.2	--	520	27	76	4	20.2
Syracuse University (1)	72.6	55.3	44.9	53.6	--	*59.2	--	786	30	65	2	19.3
Teachers College at Columbia University (1)	102.2	66.0	51.2	38.2	8.3	*36.1	--	291	63	25	--	8.9
The General Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
The Juilliard School (1)	--	--	--	--	44.5	44.5	3.7	108	41	--	--	11.5
Union Theological Seminary (1)	57.8	+	+	--	--	*57.8	--	24	54	75	--	28.5
University of Rochester (1)	89.8	59.2	56.5	50.8	--	*73.6	--	476	23	71	--	14.7
Yeshiva Mikdash Melech (1)	--	--	--	--	--	--	--	--	--	--	100	--
Yeshiva University (1)	98.2	59.1	58.5	20.7	--	*63.3	--	225	27	53	--	--
Yeshivath Zichron Moshe (1)	--	--	--	--	--	--	--	--	--	--	100	--
NORTH CAROLINA												
Public												
AA												
Alamance Community College (1)	--	--	--	--	26.0	*26.0	--	12	83	0	84	5.4
Anson Community College (1)	--	--	--	--	38.0	38.0	3.1	19	37	0	49	8.9
Asheville Buncombe Technical Community College (1)	--	--	--	--	31.5	31.5	-2.7	24	63	--	74	8.1
Beaufort County Community College (1)	--	--	--	--	30.8	30.8	2.0	18	72	0	69	7.5
Bladen Community College (1)	--	--	--	--	37.9	*37.9	--	5	20	0	81	36.9
Blue Ridge Community College (1)	--	--	--	--	33.6	*33.6	--	7	71	0	85	7.3

	Prof ($)	Assc. ($)	Asst ($)	Inst./ Lect ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac (#)	% Fem. (%)	% Trtrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Brunswick Community College (1)	--	--	--	--	+	+	--	3	67	0	89	--
Caldwell Comm College and Technical Institute (1)	--	--	--	--	30.8	30.8	11.2	41	73	0	52	7.2
Cape Fear Community College (1)	--	--	--	--	31.6	31.6	5.1	59	58	0	48	7.3
Carteret Community College (1)	--	--	--	--	35.3	*35.3	--	14	86	0	67	7.9
Catawba Valley Community College (1)	--	--	--	--	31.1	31.1	--	12	75	0	88	7.4
Central Carolina Community College (1)	--	--	--	--	30.5	30.5	-1.7	37	51	--	70	7.5
Central Piedmont Community College (1)	--	--	--	--	38.9	38.9	4.6	77	68	0	71	2.9
Cleveland Community College (1)	--	--	--	--	29.9	29.9	-12	13	54	0	75	7.0
Coastal Carolina Community College (1)	--	--	--	--	33.1	33.1	3.4	37	70	0	63	7.3
College of the Albemarle (1)	--	--	--	--	28.6	28.6	1.4	26	69	0	59	6.8
Craven Community College (1)	--	--	--	--	34.8	34.8	6.2	17	59	0	70	8.3
Davidson County Community College (1)	--	--	--	--	36.5	36.5	8.8	38	68	0	42	7.2
Durham Technical Community College (1)	--	--	--	--	35.6	35.6	2.3	57	54	0	44	8.5
Edgecombe Community College (1)	--	--	--	--	34.7	*34.7	--	7	71	0	91	7.4
Fayetteville Technical Community College (1)	--	--	--	--	32.3	32.3	9.8	36	58	0	84	5.3
Forsyth Technical Community College (1)	--	--	--	--	30.9	30.9	0.3	44	59	0	69	6.6
Gaston College (1)	--	--	--	--	31.1	31.1	7.8	19	68	0	81	7.5
Guilford Technical Community College (1)	--	--	--	--	27.6	27.6	-1.4	93	57	0	57	6.6
Halifax Community College (1)	--	--	--	--	34.9	34.9	6.7	14	64	0	76	7.9
Haywood Community College (1)	--	--	--	--	25.0	25.0	-1.9	8	38	0	86	6.3
Isothermal Community College (1)	--	--	--	--	27.6	27.6	-4.3	21	48	0	60	6.6
James Sprunt Community College (1)	--	--	--	--	+	+	--	2	100	0	96	--
Johnston Community College (1)	--	--	--	--	30.9	*30.9	--	8	75	0	93	7.1
Lenoir Community College (1)	--	--	--	--	33.4	33.4	--	34	65	0	55	7.7
Martin Community College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Mayland Community College (1)	--	--	--	--	26.0	26.0	--	8	63	0	70	6.4
McDowell Technical Community College (1)	--	--	--	--	+	+	--	1	100	0	98	--
Mitchell Community College (1)	--	--	--	--	29.1	*29.1	--	6	83	0	88	7.1
Montgomery Community College (1)	--	--	--	--	+	+	--	1	100	0	97	--
Nash Community College (1)	--	--	--	--	30.1	*30.1	--	13	85	0	76	7.7
Pamlico Community College (1)	--	--	--	--	35.7	*35.7	--	8	25	0	64	7.6
Piedmont Community College (1)	--	--	--	--	32.1	32.1	-0.5	22	41	0	60	7.6
Pitt Community College (1)	--	--	--	--	30.4	30.4	-1.1	35	77	0	73	6.7
Randolph Community College (1)	--	--	--	--	36.1	*36.1	--	10	90	0	78	8.5
Richmond Community College (1)	--	--	--	--	37.9	37.9	1.2	26	58	0	32	8.5
Roanoke-Chowan Community College (1)	--	--	--	--	+	+	--	3	67	0	91	--
Robeson Community College (1)	--	--	--	--	37.3	37.3	-2.1	22	82	0	51	7.4
Rockingham Community College (1)	--	--	--	--	31.9	31.9	0.6	19	63	0	67	7.7
Rowan-Cabarrus Community College (1)	--	--	--	--	37.7	37.7	1.0	49	63	0	37	8.1
Sampson Community College (1)	--	--	--	--	28.4	*28.4	--	8	75	0	83	7.1
Sandhills Community College (1)	--	--	--	--	35.9	35.9	2.1	13	77	0	86	8.1
Southeastern Community College (1)	--	--	--	--	33.6	*33.6	--	6	83	0	92	7.3
Southwestern Community College (1)	--	--	--	--	37.8	37.8	11.5	42	60	0	28	6.9
Stanly Community College (1)	--	--	--	--	33.0	33.0	9.7	18	72	0	68	7.8
Surry Community College (1)	--	--	--	--	32.8	32.8	1.8	17	59	0	80	8.5
Tri-County Community College (1)	--	--	--	--	32.8	*32.8	--	5	60	0	81	7.6
Vance-Granville Community College (1)	--	--	--	--	31.2	31.2	6.8	19	74	0	78	6.8
Wake Technical Community College (1)	--	--	--	--	26.6	26.6	-3.1	60	80	0	74	6.0
Wayne Community College (1)	--	--	--	--	34.4	34.4	--	26	81	0	71	8.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Trrd. (%)	% 11/12 (%)	Avg. Bene ($)
Western Piedmont Community College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Wilkes Community College (1)	--	--	--	--	31.1	31.1	11.6	18	61	0	69	7.5
Wilson Technical Community College (1)	--	--	--	--	33.2	*33.2	--	6	67	0	88	7.6
BA												
Elizabeth City State University (1)	55.2	44.1	40.3	39.0	43.6	*48.4	0.5	90	29	50	8	10.3
Winston Salem State University (1)	57.4	51.9	42.1	37.3	35.4	*48.3	--	122	50	47	25	10.3
BA+												
North Carolina Central University (1)	70.8	53.0	45.7	32.6	40.0	*51.8	--	229	45	49	13	10.8
North Carolina School of the Arts (1)	--	--	--	--	46.9	46.9	3.2	123	37	0	0	10.0
University of North Carolina at Asheville (1)	64.2	49.4	37.2	42.9	29.7	*49.1	4.6	161	38	57	0	10.3
University of North Carolina at Pembroke (1)	68.3	52.0	41.6	37.7	41.1	*51.5	4.0	141	33	52	3	10.6
University of North Carolina-Wilmington (1)	62.7	50.0	43.3	31.9	42.5	*50.1	--	361	35	65	7	10.5
Doctoral												
Appalachian State University (1)	60.9	50.4	41.5	33.3	31.9	50.6	1.7	553	35	64	5	10.5
East Carolina University (1)	66.7	50.8	44.1	32.4	37.9	49.3	--	683	36	54	15	10.3
Fayetteville State University (1)	60.6	50.5	46.8	35.7	42.9	*48.2	--	163	34	52	20	10.3
North Carolina Agricultural and Technical St Univ (1)	61.3	54.2	47.9	37.5	44.0	51.0	1.7	334	36	42	19	10.6
North Carolina State University at Raleigh (1)	84.3	59.0	52.6	38.7	32.2	*61.6	--	874	26	63	25	12.1
University of North Carolina at Chapel Hill (1)	85.5	63.1	51.0	40.9	63.5	*71.9	3.6	884	31	73	29	13.5
University of North Carolina at Charlotte (1)	68.9	51.9	44.1	32.8	39.6	52.9	3.2	571	34	65	11	10.8
University of North Carolina at Greensboro (1)	73.5	52.9	43.0	32.3	37.7	*50.9	--	560	46	54	5	10.5
Western Carolina University (1)	62.1	51.6	42.6	--	36.9	49.6	1.9	301	35	60	5	10.4
Independent												
AA												
Cabarrus College of Health Sciences (1)	--	--	--	--	41.5	*41.5	--	11	91	--	--	6.5
Louisburg College (1)	35.7	31.3	30.1	27.6	--	*32.5	--	28	46	61	--	6.3
Saint Mary's College (4)	--	--	--	--	--	31.6	--	25	--	--	--	--
BA												
Barber-Scotia College (1)	39.1	31.8	28.7	25.9	--	*31.9	4.5	31	29	--	--	5.5
Barton College (1)	43.4	37.4	32.4	--	--	36.3	--	69	49	45	--	8.3
Bennett College (1)	42.0	41.3	37.6	30.3	--	*38.3	--	58	66	22	--	6.1
Brevard College (1)	40.1	34.6	29.4	21.9	--	*30.5	--	59	46	32	6	6.9
Chowan College (1)	46.8	40.8	35.2	31.1	--	*37.5	--	54	44	39	11	8.5
Davidson College (1)	72.4	50.3	40.1	--	--	*59.2	1.8	145	30	71	--	17.8
East Coast Bible College (1)	29.7	23.1	+	--	--	*26.4	3.7	9	56	33	--	4.9
Greensboro College (1)	48.6	42.8	35.2	34.7	--	*42.4	--	52	40	33	--	7.9
Guilford College (1)	51.3	45.4	35.8	33.0	--	*43.7	--	79	43	70	--	9.9
John Wesley College (1)	+	15.2	--	--	--	*15.2	--	6	17	--	--	3.5
Johnson C Smith University (1)	44.7	40.2	35.1	29.0	--	*37.6	--	83	37	45	--	11.7
Lees-McRae College (1)	35.8	32.3	30.8	--	--	*32.2	6.6	28	32	4	18	5.5
Mars Hill College (1)	40.7	36.5	32.4	26.7	--	35.5	3.2	72	38	63	5	6.4
Methodist College (1)	43.2	36.6	33.2	24.2	--	*37.1	--	76	42	43	7	7.6
Mount Olive College (1)	40.4	35.0	35.1	--	--	*36.4	--	33	39	--	13	7.0
Mount Olive College-New Bern Campus (3)	--	--	--	--	--	--	--	--	--	--	--	--
North Carolina Wesleyan College (1)	43.3	36.1	32.7	--	--	*36.4	--	43	44	56	--	6.6
Peace College (1)	43.8	42.0	35.8	--	--	*41.8	5.3	35	57	54	--	8.4
Roanoke Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Saint Augustine's College (1)	+	37.1	31.3	24.0	--	*31.5	--	74	39	7	13	5.9
Shaw University (1)	+	35.5	32.9	28.3	--	*31.9	--	62	42	2	30	5.7
St Andrew's Presbyterian College (1)	38.5	32.0	31.5	--	--	*33.0	--	33	42	48	--	8.4

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
Belmont Abbey College (1)	36.5	32.9	30.3	--	--	* 33.3	--	38	37	71	--	8.1
Catawba College (1)	42.8	41.8	36.9	--	--	* 41.5	--	64	42	72	3	8.2
Elon College (1)	57.7	47.7	40.5	31.0	--	45.5	--	169	39	37	3	10.2
Gardner-Webb University (1)	43.9	39.8	36.6	31.8	--	* 39.4	--	106	47	37	7	7.4
High Point University (1)	60.2	47.4	40.2	32.9	--	* 45.4	--	107	33	38	--	10.3
Lenoir-Rhyne College (1)	41.8	39.6	33.2	28.0	--	* 38.4	--	95	46	59	9	9.7
Livingstone College (1)	43.9	33.4	31.1	25.6	--	* 32.2	--	40	35	20	17	--
Meredith College (1)	52.7	43.8	38.3	35.5	--	44.8	6.8	112	70	47	--	8.3
Montreat College (1)	43.5	38.9	35.6	--	--	* 38.5	--	32	28	38	--	9.8
Pfeiffer University (1)	42.8	36.2	30.5	--	--	36.6	--	58	33	14	--	7.7
Queens College (4)	--	--	--	--	--	40.7	--	65	--	--	--	--
Salem College (1)	45.0	42.4	34.7	--	--	* 39.4	--	49	49	49	--	10.6
Warren Wilson College (1)	--	--	--	--	37.0	37.0	6.5	52	31	--	--	9.8
Wingate University (1)	42.4	37.2	34.1	28.2	--	* 37.8	--	78	41	--	1	9.7
Doctoral												
Campbell University Inc (1)	+	+	+	--	--	+	--	94	29	36	33	--
Duke University (1)	104.8	68.7	57.9	--	--	84.3	--	656	22	73	--	20.0
Southeastern Baptist Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Wake Forest University (1)	85.2	64.2	47.2	39.8	36.8	65.5	6.1	394	31	60	--	13.2
NORTH DAKOTA												
Public												
AA												
Bismarck State College (1)	+	38.4	35.5	25.9	--	* 36.5	--	88	34	73	4	10.0
Minot State University-Bottineau Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
North Dakota State College of Science (1)	--	37.8	31.8	29.7	--	* 34.5	--	132	32	58	6	10.0
Sitting Bull College (1)	+	--	--	26.5	--	* 26.5	--	13	38	100	--	7.0
Turtle Mountain Community College (1)	--	--	--	--	29.1	29.1	-2.3	18	50	--	--	8.9
University of North Dakota-Lake Region (1)	+	+	+	27.0	--	* 27.0	2.2	18	39	56	14	9.0
University of North Dakota-Williston (1)	--	+	42.8	33.6	--	* 34.9	--	30	27	67	6	9.8
BA												
Dickinson State University (1)	46.9	42.1	34.9	30.2	--	* 38.3	4.6	69	32	52	1	10.0
Mayville State University (1)	44.4	38.0	33.3	26.4	--	* 35.8	-3.0	37	19	59	3	9.5
Valley City State University (1)	45.1	38.8	33.5	29.8	--	* 35.6	--	49	47	59	2	9.0
BA+												
Minot State University (1)	49.2	41.1	36.9	25.5	--	* 39.2	1.2	153	39	56	8	10.3
Doctoral												
North Dakota State University-Main Campus (1)	53.4	46.0	40.9	28.3	--	* 42.4	1.5	271	25	42	43	10.8
University of North Dakota-Main Campus (1)	53.2	42.6	38.2	27.6	--	* 42.8	--	384	37	58	13	10.9
Independent												
AA												
United Tribes Technical College (1)	26.4	--	--	--	--	26.4	4.5	29	62	--	--	5.3
BA												
Jamestown College (1)	41.8	36.1	32.3	28.5	--	* 35.3	--	50	42	--	--	8.0
Medcenter One College of Nursing (1)	--	41.6	37.1	--	--	38.4	--	10	100	--	--	5.4
Trinity Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA+												
University of Mary (1)	45.0	38.8	35.0	35.9	--	* 37.5	--	83	49	--	2	10.2

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OHIO												
Public												
AA												
Belmont Technical College (1)	--	--	--	--	35.0	35.0	0.3	35	54	--	--	8.7
Bowling Green State University-Firelands (1)	58.4	55.0	42.0	35.2	--	44.8	--	32	25	50	9	10.7
Central Ohio Technical College (1)	--	--	--	--	34.7	34.7	5.0	39	69	33	7	8.5
Cincinnati State Technical and Community College (1)	--	--	--	--	52.9	52.9	--	167	49	83	4	14.1
Clark State Community College (1)	47.1	38.2	32.7	27.4	--	35.5	--	57	63	--	--	9.5
Columbus State Community College (1)	54.5	46.1	36.8	31.1	--	41.4	5.0	210	45	61	--	6.2
Cuyahoga Community College District (1)	64.9	60.0	51.1	46.2	--	55.2	3.8	380	52	74	--	12.2
Edison State Community College (1)	48.8	38.4	38.8	29.1	--	* 40.2	4.0	37	51	--	--	9.4
Hocking Technical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Jefferson Community College (1)	48.4	41.9	40.6	--	--	* 42.7	3.6	36	61	--	--	13.4
Kent State University-Ashtabula Regional Campus (1)	67.7	+	40.0	--	--	* 43.8	--	23	35	65	--	11.9
Kent State University-East Liverpool Regnl Campus (1)	+	+	34.8	--	--	* 34.8	1.0	22	55	32	--	10.0
Kent State University-Geauga Campus (1)	--	+	36.9	--	--	* 36.9	1.1	7	29	57	--	10.6
Kent State University-Salem Regional Campus (1)	+	46.7	39.7	--	--	* 41.4	--	18	39	89	5	11.6
Kent State University-Stark Campus (1)	+	51.1	38.2	--	--	* 41.9	--	57	32	49	5	11.3
Kent State University-Trumbull Regional Campus (1)	+	53.7	36.6	--	--	* 41.2	1.2	50	26	60	2	11.2
Kent State University-Tuscaraws Regional Campus (1)	+	50.1	37.1	--	--	* 41.2	-6.4	28	43	57	--	11.3
Lakeland Community College (1)	65.0	54.2	47.5	44.1	--	* 57.1	--	117	47	81	--	15.2
Lima Technical College (1)	51.1	41.7	37.8	35.6	--	40.1	--	68	60	--	14	9.7
Lorain County Community College (1)	64.2	55.8	44.7	37.4	--	50.2	2.2	93	47	69	--	11.4
Marion Technical College (1)	40.0	36.2	33.4	--	--	* 36.8	--	28	68	--	13	11.1
Muskingum Area Technical College (1)	49.2	45.0	36.5	33.5	--	* 38.7	--	49	47	--	--	10.9
North Central Technical College (1)	45.2	39.3	36.1	33.9	--	38.2	--	42	48	--	36	10.7
Northwest State Community College (1)	--	--	--	--	40.9	40.9	11.7	40	55	80	--	13.8
Ohio State University Agricultural Technical Inst (1)	--	50.5	43.3	43.1	--	* 46.8	0.3	17	18	88	51	11.3
Owens Community College (1)	52.7	41.9	36.7	33.3	--	41.5	5.9	134	49	76	1	14.9
Owens Community College-Findlay Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Portage Lakes Career Center (1)	--	--	--	33.8	48.7	* 38.7	--	10	70	--	--	17.6
Sinclair Community College (1)	55.8	41.9	35.6	30.3	--	47.9	--	293	51	76	1	12.0
Southern State Community College (1)	+	44.6	37.6	30.7	--	* 36.2	-1.7	33	52	--	18	10.2
Stark State College of Technology (1)	--	40.3	35.8	32.2	--	36.6	2.4	81	52	--	21	16.2
Terra State Community College (1)	49.3	44.5	41.1	--	--	44.3	--	46	35	78	--	11.0
University of Akron-Wayne College (1)	+	51.1	38.8	--	--	* 46.8	-3.8	25	48	64	7	14.3
University of Cincinnati-Clermont College (1)	58.6	42.8	32.3	27.6	--	* 36.6	-1.6	36	50	36	3	9.9
University of Cincinnati-Raymond Walters College (1)	59.5	46.2	35.2	--	--	* 46.9	--	97	63	81	1	12.3
Washington State Community College (1)	+	35.3	28.2	--	--	* 33.1	4.4	44	59	--	23	9.5
BA												
Shawnee State University (1)	58.7	48.6	40.6	30.4	--	44.6	1.9	112	41	51	--	13.7
BA+												
Central State University (1)	48.8	42.7	37.1	--	--	* 41.1	--	69	28	91	--	16.7
Miami University-Hamilton (1)	78.0	54.1	44.6	31.5	--	* 49.6	--	50	44	62	--	14.3
Miami University-Middletown (1)	67.3	53.5	44.1	29.8	--	46.6	--	55	51	56	--	13.3
Ohio State University-Lima Campus (1)	63.3	51.0	38.5	--	--	* 46.0	--	37	27	57	5	11.1
Ohio State University-Mansfield Campus (1)	+	48.6	42.4	--	--	* 45.6	--	40	25	63	7	10.9
Ohio State University-Marion Campus (1)	63.6	45.8	37.8	--	--	* 47.7	--	28	29	75	0	11.6

	Prof ($)	Assc ($)	Asst ($)	Inst / Lect ($)	No Rank ($)	Avg ($)	% Change (%)	# of Fac (#)	% Fem (%)	% Trtd (%)	% 11/12 (%)	Avg Bene ($)
Ohio State University-Newark Campus (1)	65.2	47.3	40.2	--	--	*46.4	2.0	40	30	63	2	11.5
Ohio University-Chillicothe Branch (1)	+	48.6	40.2	38.1	--	*42.5	--	28	39	57	--	12.8
Ohio University-Eastern Campus (1)	+	+	44.5	--	--	*44.5	1.4	17	18	53	--	13.1
Ohio University-Lancaster Branch (1)	+	50.4	40.0	--	--	*47.6	--	27	33	81	--	13.4
Ohio University-Southern Campus (1)	--	+	+	36.5	--	*36.5	--	8	50	50	--	12.0
Ohio University-Zanesville Branch (1)	68.3	53.3	40.9	--	--	*50.7	--	27	37	81	--	13.7
Wright State University-Lake Campus (1)	--	51.6	44.0	--	--	*48.4	--	15	7	87	12	12.1
Doctoral												
Bowling Green State University-Main Campus (1)	68.1	53.2	42.8	32.1	--	49.3	-2.4	606	38	52	6	11.4
Cleveland State University (1)	70.7	54.6	43.3	35.0	33.9	56.1	5.1	499	31	71	4	12.4
Kent State University-Main Campus (1)	70.0	52.0	41.9	--	--	*54.5	--	636	36	71	8	14.2
Medical College of Ohio (1)	--	55.6	46.6	40.0	--	45.4	--	33	100	3	73	10.0
Miami University-Oxford (1)	75.2	55.6	43.3	31.0	--	57.8	--	767	33	68	--	16.5
Ohio State University-Main Campus (1)	86.4	57.8	48.9	36.7	--	67.5	4.0	1,554	27	79	20	14.5
Ohio University-Main Campus (1)	75.7	56.3	45.3	--	--	*58.1	0.6	695	31	67	--	14.8
University of Akron Main Campus (1)	68.1	52.5	44.6	38.6	--	55.0	4.0	625	38	64	5	15.4
University of Cincinnati-Main Campus (1)	75.5	56.1	46.0	36.1	--	*62.5	--	1,072	29	78	3	16.6
University of Toledo (1)	69.7	51.2	41.5	37.0	--	56.3	3.4	551	28	77	11	15.3
Wright State University-Main Campus (1)	74.6	55.5	45.6	32.3	--	54.8	4.7	398	34	65	17	12.8
Youngstown State University (1)	66.7	52.3	42.1	34.0	--	54.9	5.0	412	34	74	--	14.1
Independent												
AA												
Chatfield College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Mercy College of Northwest Ohio (1)	--	+	36.0	33.9	--	*34.4	-1.2	21	86	--	22	--
Northwestern College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Antioch College (1)	--	+	33.0	--	--	*33.0	--	17	47	--	69	9.9
Capital University-Cleveland Center (1)	--	--	--	--	--	--	--	--	--	--	--	--
Capital University-Dayton Center (1)	--	--	--	--	--	--	--	--	--	--	--	--
Cedarville College (1)	52.2	43.8	36.8	33.0	--	43.2	--	152	28	53	5	12.6
Cincinnati College of Mortuary Science (1)	--	--	--	--	--	--	--	--	--	--	100	--
Circleville Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Cleveland Institute of Art (1)	--	--	--	--	--	--	--	--	--	--	100	--
College of Wooster (1)	62.7	46.6	39.3	--	--	*50.4	3.8	127	38	66	--	13.2
Columbus College of Art and Design (1)	43.6	35.5	31.1	27.5	--	*34.7	6.3	61	28	--	10	8.8
David N Myers College (1)	+	32.1	+	--	--	*32.1	--	14	43	100	--	5.5
Denison University (1)	66.4	47.1	41.0	--	--	51.8	--	141	37	66	--	15.5
God's Bible School and College (1)	9.8	+	+	--	--	*9.8	-0.5	9	33	--	--	2.7
Hiram College (1)	55.3	43.3	35.2	--	--	*47.1	--	68	46	76	--	10.3
Kenyon College (1)	69.1	49.0	40.2	37.8	--	54.3	--	131	37	73	--	13.3
Kettering College of Medical Arts (1)	42.1	39.3	+	34.9	--	*39.1	8.6	15	87	--	61	8.4
Lourdes College (1)	39.0	33.3	32.9	32.9	--	*33.8	--	56	77	--	5	6.4
Mount Carmel College of Nursing (1)	+	--	43.9	42.2	--	*43.0	--	22	91	--	4	8.8
Mount Union College (1)	56.7	45.7	38.8	33.0	--	44.7	3.2	103	35	49	2	9.7
Ohio Dominican College (1)	54.9	44.9	37.3	34.2	--	*44.3	--	57	54	65	--	10.5
Ohio Northern University (1)	69.0	50.2	44.3	37.1	--	55.6	--	189	30	66	--	14.5
Ohio Wesleyan University (1)	57.8	41.6	38.6	--	--	50.5	--	119	33	86	--	17.2
Wilberforce University (1)	+	35.8	24.0	26.5	--	*29.9	--	47	40	38	--	9.9
Wilmington College (1)	47.4	40.4	35.2	--	--	*39.6	--	61	34	54	--	8.9
Wittenberg University (1)	56.7	46.3	36.3	--	--	*48.8	--	128	34	81	--	13.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
Art Academy of Cincinnati (1)	40.2	32.8	+	--	+	*38.0	5.1	16	38	--	--	8.2
Athenaeum of Ohio (3)	--	--	--	--	--	--	--	--	--	--	--	--
Baldwin-Wallace College (1)	60.5	48.0	39.9	--	--	51.7	-0.1	147	31	70	6	14.7
Bluffton College (1)	46.3	36.6	32.5	--	--	*37.6	--	65	43	51	--	10.1
Capital University (1)	65.6	47.2	36.5	29.3	--	50.4	4.1	144	44	64	16	13.2
Cincinnati Bible College and Seminary (1)	+	+	+	--	--	+	-12	3	33	--	90	--
College of Mount Saint Joseph (1)	55.3	44.4	37.7	31.7	--	40.5	3.5	111	61	15	--	8.0
Defiance College (1)	41.7	36.1	34.2	--	--	*36.9	--	39	36	56	--	6.7
Franciscan University of Steubenville (1)	49.1	42.2	33.8	--	--	*41.6	--	91	29	58	--	13.4
Franklin University (1)	--	--	--	--	34.7	*34.7	--	5	80	--	88	6.5
Heidelberg College (1)	49.7	41.5	35.7	29.3	--	41.1	--	71	35	55	--	7.5
John Carroll University (1)	70.1	54.5	43.4	34.3	38.0	53.4	2.0	218	32	66	--	13.3
Lake Erie College (1)	38.2	33.4	31.1	--	--	*33.3	--	22	45	45	19	8.1
Malone College (1)	49.2	40.7	35.1	28.1	--	*39.5	--	93	43	45	--	10.9
Marietta College (1)	55.1	43.6	36.0	--	--	*46.3	--	73	27	71	--	11.1
Methodist Theological School-Ohio (1)	50.0	+	35.0	--	--	*47.2	1.5	20	35	60	--	8.4
Mount Vernon Nazarene College (1)	44.8	39.2	35.9	--	--	40.0	5.5	59	24	--	11	12.1
Muskingum College (1)	52.9	41.6	35.3	31.4	--	*41.6	--	78	31	62	--	11.8
Notre Dame College of Ohio (1)	37.4	33.0	28.4	--	--	*32.1	--	29	76	--	--	4.7
Oberlin College (1)	74.5	57.0	45.9	41.1	--	*63.0	--	242	32	73	--	18.1
Otterbein College (1)	53.6	44.8	38.7	--	--	46.2	3.9	124	48	48	--	13.2
Pontifical College Josephinum (1)	27.0	30.4	21.4	--	--	*27.6	--	15	33	--	--	7.5
The McGregor School of Antioch University (1)	--	--	--	--	--	--	--	--	--	--	100	--
The University of Findlay (1)	49.6	43.4	38.7	32.1	--	40.7	3.7	111	40	55	15	9.2
Tiffin University (1)	56.6	45.4	42.9	--	--	*47.5	--	30	33	--	--	8.9
Trinity Lutheran Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Rio Grande (1)	51.5	44.6	38.6	--	--	*45.2	--	83	34	81	--	14.2
Urbana University (1)	42.5	32.1	31.0	--	--	*33.3	7.5	34	32	53	--	8.4
Walsh University (1)	45.3	38.6	31.9	--	--	*38.6	--	44	45	59	21	9.3
Winebrenner Theological Seminary (1)	+	+	+	--	--	+	11.8	7	29	43	--	18.8
Doctoral												
Ashland University (1)	57.7	46.7	38.4	--	--	47.2	1.4	171	39	60	3	11.2
Case Western Reserve University (1)	87.1	64.5	54.1	44.0	--	72.2	--	456	27	70	15	16.5
Cleveland Institute of Music (1)	--	--	--	--	--	--	--	--	--	--	100	--
Hebrew Union College-Jewish Institute of Religion (1)	--	--	--	--	--	--	--	--	--	--	100	--
Rabbinical College Telshe (1)	--	--	--	--	20.7	20.7	7.1	10	--	100	--	14.5
The Union Institute (1)	--	--	--	--	--	--	--	--	--	--	100	--
United Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Dayton (1)	69.2	53.0	41.8	--	--	*54.6	--	343	25	74	11	14.2
Xavier University (1)	64.9	53.7	43.4	36.2	--	52.5	4.0	222	42	69	0	13.1
OKLAHOMA												
Public												
AA												
Carl Albert State College (1)	--	--	--	--	36.6	36.6	7.8	24	50	--	33	4.3
Connors State College (1)	--	--	--	--	34.8	34.8	--	30	53	--	12	9.8
Eastern Oklahoma State College (1)	--	--	--	--	37.8	37.8	5.2	44	59	61	--	8.8

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Murray State College (1)	+	--	34.6	34.3	--	*34.4	--	35	49	66	17	6.6
Northeastern Oklahoma Agricultural and Mech Coll (1)	--	--	--	--	31.9	31.9	-1.0	85	44	75	6	7.8
Northern Oklahoma College (1)	--	--	--	--	37.3	37.3	3.3	55	51	55	5	9.0
Oklahoma City Community College (1)	--	--	--	--	40.5	40.5	3.6	104	51	--	5	11.2
Oklahoma State University-Oklahoma City (1)	+	38.2	33.4	31.5	--	*33.8	5.4	41	51	41	33	10.1
Oklahoma State University-Okmulgee (1)	--	--	--	--	28.8	28.8	3.9	75	29	--	40	9.0
Redlands Community College (1)	--	--	--	--	34.6	34.6	3.4	22	64	41	15	9.6
Rogers University-Claremore (1)	36.7	--	--	33.1	--	34.4	--	46	48	--	10	12.3
Rose State College (1)	39.3	--	--	--	--	39.3	2.4	126	56	75	10	10.2
Seminole State College (1)	--	--	--	--	34.3	34.3	5.7	39	51	59	11	10.6
Tulsa Community College (1)	--	--	45.7	38.0	--	43.7	3.2	221	60	--	13	10.9
Western Oklahoma State College (1)	--	--	--	--	35.8	35.8	5.8	32	38	59	24	6.7
BA												
Oklahoma Panhandle State University (1)	44.2	37.7	34.7	29.0	--	*34.2	--	48	31	31	13	5.3
University of Science and Arts of Oklahoma (1)	43.8	37.8	33.8	29.6	--	36.3	--	47	40	47	15	10.5
BA+												
Cameron University (1)	51.0	43.8	36.8	31.6	+	*42.3	--	154	34	58	8	11.3
East Central University (1)	51.9	45.1	39.1	33.8	--	42.7	2.4	155	39	52	1	11.3
Langston University (1)	44.8	42.8	36.3	34.9	+	*37.9	--	80	49	16	38	8.6
Northeastern State University (1)	52.2	44.3	41.4	35.2	--	43.6	5.2	246	31	48	9	12.3
Northwestern Oklahoma State University (1)	49.2	43.2	37.4	30.3	--	38.8	4.8	71	55	35	12	9.1
Southeastern Oklahoma State University (1)	53.6	46.5	39.9	32.4	--	41.7	3.4	148	35	39	5	9.2
Southwestern Oklahoma State University (1)	54.1	47.6	39.3	31.7	--	42.6	3.0	191	35	55	4	14.0
University of Central Oklahoma (1)	55.8	49.0	43.5	36.2	--	47.8	0.6	385	42	67	--	10.5
Doctoral												
Oklahoma State University-Main Campus (1)	67.7	50.1	44.3	27.9	--	54.6	3.7	605	26	74	28	14.6
University of Oklahoma Health Sciences Center (4)	--	--	--	--	--	42.5	--	18	--	--	--	--
University of Oklahoma Norman Campus (1)	73.9	51.2	41.0	22.9	--	53.9	3.9	755	26	60	14	15.0
Independent												
AA												
Bacone College (1)	+	27.7	+	25.4	--	*27.0	--	17	88	--	19	7.0
BA												
Bartlesville Wesleyan College (1)	--	--	--	--	33.6	33.6	2.2	25	24	--	7	11.4
Hillsdale Free Will Baptist College (1)	--	--	--	--	22.3	22.3	20.9	13	54	--	--	5.8
Saint Gregory's University (1)	+	+	+	28.4	--	*28.4	4.9	24	42	25	--	5.0
BA+												
Oklahoma Baptist University (1)	45.3	39.2	34.8	23.8	+	*38.3	-1.9	110	41	61	4	10.4
Oklahoma Christian University of Science and Arts (1)	50.1	41.3	35.6	--	--	*43.0	--	81	22	48	--	8.6
Oklahoma City University (1)	58.4	47.6	38.8	28.8	--	*48.0	--	163	41	53	1	9.9
Phillips University (4)	--	--	--	--	--	32.5	--	33	--	--	--	--
Southern Nazarene University (1)	37.9	33.7	30.2	--	--	34.0	--	56	45	9	16	10.6
Doctoral												
American Bible College and Seminary (1)	7.3	--	--	--	--	7.3	--	3	--	--	40	--
Oral Roberts University (1)	44.9	35.6	30.9	27.2	--	*32.7	2.8	172	34	15	10	3.6
Phillips Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Tulsa (1)	70.2	49.5	41.0	30.4	34.6	*52.1	--	284	31	62	3	12.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
OREGON												
Public												
AA												
Blue Mountain Community College (1)	--	--	--	--	46.0	46.0	-0.2	68	44	84	4	13.7
Central Oregon Community College (1)	54.2	46.9	39.2	32.9	--	43.7	0.2	88	40	63	--	15.2
Chemeketa Community College (1)	--	--	--	--	47.6	47.6	3.0	195	51	--	6	16.4
Clackamas Community College (1)	--	--	--	--	46.5	46.5	15.3	138	41	79	--	14.4
Clatsop Community College (1)	--	--	--	--	40.8	40.8	5.0	38	45	76	5	11.2
Columbia Gorge Community College (1)	--	--	--	--	37.7	*37.7	--	6	33	--	--	10.4
Lane Community College (1)	--	--	--	--	44.3	44.3	2.9	268	53	100	--	16.7
Linn-Benton Community College (1)	--	--	--	--	42.1	42.1	2.3	182	58	--	--	11.1
Mt Hood Community College (1)	--	--	--	--	44.8	44.8	-1.2	146	41	68	8	14.8
Oregon Coast Community College (1)	--	--	--	--	+	+	-9.2	4	50	--	--	16.0
Portland Community College (1)	--	--	--	--	49.5	49.5	1.6	407	53	78	--	13.3
Rogue Community College (1)	--	--	--	--	42.9	42.9	1.6	99	57	59	--	13.3
Southwestern Oregon Community College (1)	41.6	42.0	+	33.8	25.4	*35.7	--	66	50	55	12	10.0
Tillamook Bay Community College (1)	--	--	--	--	+	+	9.7	3	33	--	25	--
Treasure Valley Community College (1)	--	--	--	--	42.3	42.3	-0.4	41	41	73	23	13.1
Umpqua Community College (1)	--	--	--	--	45.4	45.4	3.0	61	49	--	--	16.8
BA+												
Eastern Oregon University (1)	49.2	38.0	33.0	--	--	*40.4	--	69	30	52	4	13.5
Oregon Institute of Technology (1)	52.2	48.1	42.5	34.1	--	46.2	--	103	25	58	3	15.3
Southern Oregon University (1)	49.0	41.5	35.9	31.7	33.9	*41.6	--	160	36	53	3	14.3
Western Oregon University (1)	46.0	40.3	34.6	29.9	+	*39.3	8.3	156	40	51	1	12.7
Doctoral												
Oregon Health Sciences University (1)	+	38.8	36.7	--	--	*37.2	6.2	29	97	24	96	7.3
Oregon State University (1)	66.3	51.9	45.8	32.3	+	*53.4	--	418	30	70	30	13.2
Portland State University (1)	62.9	48.5	42.2	32.9	+	*52.4	4.5	427	37	64	9	15.5
University of Oregon (1)	67.4	50.1	44.5	32.1	34.8	52.8	4.2	610	35	65	4	12.9
Independent												
AA												
Heald College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Cascade College (1)	+	+	37.2	--	--	*37.2	--	9	33	--	--	5.9
Eugene Bible College (1)	--	--	--	--	+	+	--	1	100	--	88	--
Oregon College of Art and Craft (1)	--	25.9	22.8	--	--	*23.5	--	15	60	--	--	5.6
Pacific Northwest College of Art (1)	35.6	32.5	--	--	--	*34.4	3.6	13	23	92	--	7.3
Western Baptist College (1)	43.5	36.8	31.4	28.2	--	*34.1	4.6	31	23	--	--	10.8
BA+												
Concordia University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Lewis and Clark College (1)	73.8	53.3	40.6	37.5	--	*56.0	--	179	40	54	--	14.9
Linfield College (1)	55.9	42.4	35.5	31.5	--	*46.5	--	123	38	76	2	19.6
Multnomah Bible College and Biblical Seminary (1)	38.3	35.8	34.6	29.0	--	*35.9	-9.8	26	15	--	--	6.7
Northwest Christian College (1)	+	33.4	31.7	--	--	*32.9	5.0	16	25	--	6	13.7
Oregon College of Oriental Medicine (1)	--	--	--	--	40.2	*40.2	--	4	25	--	56	3.7
Reed College (1)	71.9	53.3	44.6	--	--	58.8	1.9	111	34	66	--	14.4
University of Portland (1)	63.8	51.7	40.3	29.2	--	*49.6	--	148	30	59	5	10.5

	Prof. ($)	Assc. ($)	Asst. ($)	Inst / Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
Warner Pacific College (1)	39.1	32.7	30.2	--	--	*32.5	--	41	39	--	--	10.0
Willamette University (1)	67.2	51.5	40.4	34.2	--	*57.0	--	170	38	69	--	15.0
Doctoral												
George Fox University (1)	51.0	44.9	39.2	--	--	*43.6	-0.2	88	28	20	24	12.2
Oregon Graduate Institute of Science and Tech (1)	--	--	--	--	--	--	--	--	--	--	100	--
Pacific University (1)	56.1	47.6	38.0	31.1	--	*44.6	--	108	44	43	22	12.5
Western Seminary (1)	41.2	37.3	+	--	--	*39.8	2.4	16	19	--	27	19.6
PENNSYLVANIA												
Public												
AA												
Bucks County Community College (1)	62.3	44.7	+	--	--	*60.9	--	138	42	96	1	15.8
Butler County Community College (1)	51.0	42.6	35.1	34.0	--	*43.1	--	56	48	77	--	10.6
Community College of Allegheny County (1)	52.5	43.0	43.5	--	--	*49.6	--	290	46	95	3	14.2
Community College of Beaver County (1)	52.2	47.5	38.1	--	--	*48.7	--	42	52	93	--	14.7
Community College of Philadelphia (1)	62.8	58.2	47.8	32.3	--	53.8	4.6	315	47	89	14	17.4
Delaware County Community College (1)	69.4	61.5	57.0	23.3	--	61.8	-3.0	119	48	87	--	19.0
Harrisburg Area Community College-Harrisburg (1)	63.3	46.3	37.9	32.5	--	*53.4	--	126	41	90	10	15.5
Harrisburg Area Community College-Lancaster (1)	--	--	35.1	--	--	*35.1	--	9	44	78	18	12.0
Indiana University of Pennsylvania-Armstrong (3)	--	--	--	--	--	--	--	--	--	--	--	--
Indiana University of Pennsylvania-Punxsutawney (3)	--	--	--	--	--	--	--	--	--	--	--	--
Lehigh Carbon Community College (1)	58.0	47.7	42.9	36.8	--	49.1	--	72	58	82	1	13.4
Luzerne County Community College (1)	62.1	45.5	38.3	39.9	--	*46.3	--	102	42	0	27	15.2
Montgomery County Community College (1)	62.5	55.3	44.1	35.5	--	*54.1	--	130	48	79	--	21.8
Northampton County Area Community College (1)	59.8	50.9	42.1	--	--	*53.3	--	72	47	78	3	14.4
Reading Area Community College (1)	45.1	35.9	35.0	34.0	--	*41.2	1.1	53	74	0	4	15.6
Thaddeus Stevens State School of Technology (1)	--	--	--	--	47.4	47.4	16.0	51	10	67	--	10.7
University of Pittsburgh-Titusville (1)	--	38.0	33.1	--	--	*36.0	--	18	39	33	18	9.9
Westmoreland County Community College (1)	58.5	47.3	38.4	32.2	--	*44.5	--	80	44	0	--	13.4
BA												
Clarion Univ of Pennsylvania-Venango Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Pennsylvania College of Technology (1)	62.8	56.3	50.6	47.2	--	*52.3	--	230	23	80	1	14.2
Penn State Univ-Penn State New Kensington (1)	+	52.8	44.4	39.7	--	*46.5	--	32	31	69	9	11.8
Pennsylvania State University-Penn State Hazleton (1)	62.1	51.4	42.5	33.4	--	*42.4	--	48	33	48	6	10.2
University of Pittsburgh-Bradford (1)	57.6	46.4	37.2	30.3	--	*42.0	--	56	45	45	7	10.3
University of Pittsburgh-Greensburg (1)	54.8	43.7	35.3	27.9	+	*41.4	3.3	56	43	57	7	10.5
University of Pittsburgh-Johnstown (1)	58.4	47.1	35.3	32.7	--	*44.0	1.8	115	30	66	9	11.1
BA+												
Bloomsburg University of Pennsylvania (1)	75.8	61.3	47.9	41.4	--	*61.8	--	334	35	79	--	15.8
California University of Pennsylvania (1)	75.5	60.9	47.4	32.8	--	61.1	1.3	297	33	76	2	15.3
Cheyney University of Pennsylvania (1)	77.1	61.8	49.2	37.3	--	61.6	5.4	90	44	71	--	19.2
Clarion University of Pennsylvania (1)	76.7	61.2	46.0	35.0	--	59.3	2.9	278	40	73	1	16.7
East Stroudsburg University of Pennsylvania (1)	76.2	61.7	46.4	33.0	--	61.5	1.5	235	35	77	--	15.8
Edinboro University of Pennsylvania (1)	75.7	60.3	49.1	37.2	--	58.4	8.8	368	40	76	--	13.5
Kutztown University of Pennsylvania (1)	76.5	61.9	45.2	33.2	--	58.6	3.4	370	39	70	--	16.7
Lincoln University (1)	60.4	46.6	36.1	33.3	+	*44.3	--	89	39	54	--	16.4
Lock Haven University of Pennsylvania (1)	75.2	61.3	42.4	26.4	--	53.9	-2.7	207	41	73	--	13.5
Lock Haven University-Clearfield Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
Mansfield University of Pennsylvania (1)	76.1	60.3	48.0	35.3	--	*61.0	--	156	35	79	--	17.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Millersville University of Pennsylvania (1)	76.5	61.2	45.2	35.5	--	* 61.4	--	288	39	74	--	16.2
Pennsylvania State Univ-Penn State Lehigh Valley (1)	+	46.7	+	34.8	--	* 42.7	5.0	17	53	71	19	11.5
Pennsylvania State University-Delaware (1)	65.4	53.9	44.1	30.2	--	* 49.7	3.5	52	50	63	2	11.4
Pennsylvania State University-Erie Behrend College (1)	69.8	62.3	50.7	40.4	--	* 50.7	--	142	25	35	3	13.0
Pennsylvania State University-Fayette (1)	+	52.1	39.9	34.8	--	* 42.5	7.7	41	32	44	2	10.7
Pennsylvania State University-Penn St McKeesport (1)	65.1	49.2	44.1	39.7	--	* 47.7	7.1	32	31	66	6	11.4
Pennsylvania State University-Penn State Abington (1)	64.2	51.7	41.8	33.1	--	* 43.6	--	92	40	51	--	11.3
Pennsylvania State University-Penn State Altoona (1)	63.4	49.3	41.7	36.6	--	* 43.0	--	111	35	47	1	11.1
Pennsylvania State University-Penn State Beaver (1)	+	53.1	43.6	33.7	--	* 45.1	1.2	31	26	52	3	11.5
Pennsylvania State University-Penn State Berks (1)	+	52.7	43.2	40.1	--	* 44.0	2.8	55	38	33	5	10.9
Pennsylvania State University-Penn State Du Bois (1)	54.4	49.4	39.8	39.9	--	* 42.6	--	42	31	40	7	11.3
Pennsylvania State University-Penn State Mont Alto (1)	58.5	48.6	42.2	37.4	--	* 40.7	--	53	60	30	5	10.4
Pennsylvania State University-Penn State Schuylkil (1)	61.7	49.7	45.5	38.4	--	* 46.0	--	33	36	42	18	11.2
Pennsylvania State University-Penn State Shenango (1)	+	51.6	43.5	40.2	--	* 43.5	4.6	27	37	44	10	12.1
Pennsylvania State Univ-Penn State Wilkes-Ba (1)	+	52.6	47.3	38.8	--	* 46.6	4.2	32	13	44	11	11.7
Pennsylvania State University-Penn State York (1)	62.3	49.8	47.4	35.0	--	* 46.5	2.9	46	28	52	18	12.1
Pennsylvania State Univ-Worthington Scranton (1)	+	52.0	45.4	43.1	--	* 46.7	--	46	28	52	13	11.8
Shippensburg University of Pennsylvania (1)	77.2	61.7	47.8	--	--	* 63.5	--	288	33	72	--	16.7
West Chester University of Pennsylvania (1)	76.0	62.3	48.9	37.6	--	62.3	--	468	39	80	--	15.1
Doctoral												
Indiana University of Pennsylvania (1)	76.5	62.0	47.2	35.4	--	60.9	4.3	682	39	70	1	17.0
Pennsylvania State University-Main Campus (1)	86.0	58.0	48.1	32.4	43.5	63.2	3.6	1,635	28	62	15	14.0
Pennsylvania State University-Penn St Great Valley (1)	+	64.0	53.6	--	--	* 56.9	3.3	30	37	20	--	13.6
Pennsylvania State University-Penn St Harrisburg (1)	76.1	60.2	48.9	35.2	--	* 55.2	--	131	30	55	7	13.6
Slippery Rock University of Pennsylvania (1)	76.0	60.9	48.5	37.7	--	59.5	3.3	360	41	74	1	14.4
Temple University (1)	88.9	66.3	47.1	48.4	--	71.6	3.0	1,011	34	76	6	16.7
University of Pittsburgh-Main Campus (1)	83.2	57.4	48.9	37.4	--	65.3	3.7	762	29	73	40	15.5
Independent												
AA												
Crozer-Chester Medical Center-Allied Health Prog (4)	--	--	--	--	--	--	--	--	--	--	--	--
Electronic Institute-Middletown (4)	--	--	--	--	--	--	--	--	--	--	--	--
Electronic Institutes (4)	--	--	--	--	--	--	--	--	--	--	--	--
Harcum College (1)	+	35.3	30.5	26.2	--	* 31.2	5.2	24	79	21	35	6.5
Johnson Technical Institute (1)	--	--	--	--	32.4	32.4	-4.9	30	13	27	--	6.7
Keystone College (1)	38.5	30.8	39.1	24.5	--	* 33.8	5.6	36	58	72	--	9.5
Lackawanna Junior College (1)	33.1	29.2	26.2	--	+	* 29.5	0.5	15	47	87	--	9.4
Manor Junior College (1)	34.7	28.2	+	--	--	* 29.7	4.1	17	82	0	23	5.5
Mercy Hospital School of Nursing (1)	--	--	--	--	--	--	--	--	--	--	100	--
Pennsylvania Institute of Technology (1)	--	--	--	--	33.1	33.1	0.4	10	30	0	23	5.5
Pennsylvania School of Art and Design (1)	--	--	--	--	--	--	--	--	--	--	100	--
Pittsburgh Institute of Aeronautics (1)	--	--	--	--	--	--	--	--	--	--	100	--
Pittsburgh Institute of Mortuary Science Inc (1)	--	--	--	--	--	--	--	--	--	--	100	--
Remington Education Center-Vale Campus (4)	--	--	--	--	--	--	--	--	--	--	--	--
The Reading Hospital and Medical Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
Valley Forge Military College (1)	47.4	40.1	34.9	--	--	* 40.8	2.8	14	36	0	--	9.6
BA												
Albright College (1)	52.2	45.1	35.8	--	--	* 46.7	0.1	71	44	69	--	13.2
Allegheny College (1)	63.2	48.1	38.5	36.6	--	49.3	--	128	31	60	--	13.2
Alvernia College (1)	+	42.1	35.8	34.3	--	* 38.0	--	51	63	57	--	9.3

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
Cedar Crest College (1)	57.0	45.7	38.3	--	--	*44.5	--	58	66	40	8	10.0
Dickinson College (1)	67.2	51.8	40.3	35.8	--	50.9	2.1	147	39	61	--	14.2
Elizabethtown College (1)	64.2	51.6	40.9	34.1	--	*51.3	1.9	101	31	64	--	13.4
Franklin and Marshall College (1)	78.0	54.1	43.2	38.8	--	*59.6	--	158	33	61	--	18.9
Gettysburg College (1)	72.1	54.9	42.9	38.4	--	56.9	2.1	159	38	64	--	16.9
Haverford College (1)	80.5	59.5	46.7	--	--	*62.8	--	97	41	60	--	22.5
Juniata College (1)	57.6	43.8	37.5	--	--	*48.6	4.1	75	32	40	--	12.6
Lafayette College (1)	78.9	59.9	46.3	--	--	*61.2	5.2	180	26	66	--	16.0
Lycoming College (1)	58.8	49.2	40.8	35.0	--	*46.9	--	87	31	71	--	13.8
Messiah College (1)	54.1	46.0	38.8	33.7	--	44.1	0.5	142	35	56	--	13.2
Moore College of Art and Design (1)	39.6	32.7	28.7	--	--	*37.4	--	35	54	77	--	7.1
Mount Aloysius College (1)	--	46.3	39.8	33.8	--	*38.8	--	46	61	4	21	9.4
Peirce College (1)	46.2	+	31.9	--	--	*40.1	5.4	19	53	0	30	10.1
Saint Vincent College (1)	55.4	46.0	36.5	32.7	--	43.2	--	62	23	47	--	12.3
Susquehanna University (1)	62.3	49.6	39.8	--	--	*49.0	--	94	37	57	--	11.8
Swarthmore College (1)	91.9	65.6	50.6	46.5	--	*73.3	--	173	36	68	--	17.8
Thiel College (1)	45.9	38.3	33.2	--	--	*41.7	-1.5	54	37	72	2	11.0
Ursinus College (1)	60.9	49.4	41.7	--	--	*53.4	--	86	43	76	--	15.0
Valley Forge Christian College (1)	+	34.9	29.0	--	--	*30.3	2.8	22	27	5	--	5.5
Washington and Jefferson College (1)	62.9	48.3	38.1	38.0	--	51.7	0.2	83	28	66	3	16.1
Wilson College (1)	41.4	35.9	32.5	--	--	*34.8	0.5	31	58	48	3	6.7
BA+												
Allentown College of Saint Francis De Sales (1)	54.3	44.4	37.1	35.0	--	*40.8	--	65	34	45	8	10.4
Beaver College (1)	69.6	55.6	43.8	33.7	--	52.1	4.0	77	52	61	13	13.3
Bucknell University (1)	78.8	58.9	47.6	--	--	*61.2	--	270	32	67	--	16.0
Cabrini College (1)	54.2	46.1	36.5	32.4	--	42.9	--	54	54	54	--	13.1
Carlow College (1)	61.1	47.3	38.6	--	--	*44.7	--	62	69	24	--	10.7
Chatham College (1)	52.6	[illegible]	35.0	--	--	*40.0	--	44	55	45	19	8.8
College Misericordia (1)	56.5	46.2	40.1	--	--	44.5	4.0	75	57	49	17	9.2
Curtis Institute of Music (1)	--	--	--	--	+	+	--	2	50	0	--	--
Delaware Valley College (1)	58.1	50.9	39.2	28.6	--	*45.5	3.7	74	26	50	4	10.1
Dickinson School of Law (1)	99.9	+	72.6	--	--	*95.1	4.4	24	38	58	4	16.4
Eastern College (1)	50.3	44.5	34.3	--	--	*43.1	0.7	68	43	40	3	10.1
Evangelical School of Theology (1)	+	+	+	--	--	+	--	5	--	--	--	9.0
Geisinger Medical Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
Geneva College (1)	49.3	43.9	37.7	--	--	*43.2	3.2	65	23	58	--	12.0
Gratz College (1)	+	+	+	--	--	+	8.8	8	50	38	--	9.9
Gwynedd Mercy College (1)	58.4	47.0	38.7	34.1	--	41.7	--	70	80	60	10	8.0
Holy Family College (1)	56.7	44.4	39.8	--	--	*46.1	--	76	61	18	4	12.0
Kings College (1)	56.1	47.7	41.8	--	--	*47.4	3.5	100	24	68	6	12.7
La Roche College (1)	53.4	42.5	36.9	--	--	*45.9	--	45	51	0	--	9.3
Lancaster Bible College (1)	39.1	36.3	30.7	--	--	35.5	2.0	24	33	0	--	8.1
Lebanon Valley College (1)	55.9	45.0	38.4	--	--	*48.2	--	76	32	68	--	11.6
Lutheran Theological Seminary at Gettysburg (1)	54.2	44.9	--	--	--	*48.0	--	14	14	71	--	12.9
Mercyhurst College (1)	54.4	44.2	37.3	28.3	--	*39.1	--	115	42	36	--	9.3
Moravian College and Theological Seminary (1)	57.2	46.8	37.4	34.4	--	*48.9	--	95	35	68	--	12.1
Muhlenberg College (1)	63.2	48.5	39.4	36.7	--	*47.7	--	127	44	56	--	13.9
Neumann College (1)	44.1	38.9	36.4	--	--	*38.4	--	49	63	0	2	8.7
Pennsylvania Academy of the Fine Arts (1)	--	--	--	--	13.6	13.6	9.8	46	28	0	--	3.3

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Pennsylvania College of Optometry (1)	+	46.9	--	--	--	* 46.9	--	4	--	100	90	13.7
Philadelphia College of Bible (1)	41.9	37.0	34.0	--	--	* 37.6	--	41	24	0	5	9.5
Philadelphia College of Textiles and Science (1)	61.5	51.6	41.9	--	--	47.4	--	80	35	50	9	13.9
Point Park College (1)	48.2	37.9	31.4	23.5	+	* 39.8	6.9	75	35	72	--	9.1
Robert Morris College (1)	63.7	55.0	48.3	41.6	--	* 53.4	--	96	28	0	6	14.6
Rosemont College (1)	57.9	51.1	39.5	--	--	* 47.5	3.9	37	65	70	--	7.7
Saint Francis College (1)	55.1	45.5	40.9	33.7	--	* 44.8	--	62	40	52	21	10.4
Saint Joseph's University (1)	76.1	60.0	47.1	34.5	--	56.2	1.8	206	31	55	--	16.4
Seton Hill College (1)	53.2	42.6	35.2	--	--	* 41.7	--	45	58	47	12	9.5
The University of the Arts (1)	56.2	41.2	35.3	--	--	44.2	6.7	95	37	63	--	12.3
Trinity Episcopal School for Ministry (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Scranton (1)	66.8	57.7	46.9	42.4	--	* 56.7	--	246	32	76	--	18.0
Waynesburg College (1)	47.8	37.2	34.4	31.9	--	* 38.1	--	54	41	35	2	12.1
Westminster College (1)	53.8	41.5	37.2	28.3	--	* 44.7	--	96	33	66	--	9.2
Widener University-Harrisburg Campus (1)	97.7	76.4	+	--	--	* 82.1	2.2	18	39	56	14	18.6
Wilkes University (1)	55.9	46.9	38.8	--	--	46.9	4.7	105	33	64	9	9.9
WVHCS Hospital School of Medical Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Wyo Vly Hlth Care Sys-Wilkes Univ Sch Nur Anes (3)	--	--	--	--	--	--	--	--	--	--	--	--
York College Pennsylvania (1)	70.9	57.5	48.4	--	--	* 53.9	0.4	128	36	55	--	16.4
York Hospital (3)	--	--	--	--	--	--	--	--	--	--	--	--
Doctoral												
Allegheny University of the Health Sciences (1)	--	--	--	--	--	--	--	--	--	--	100	--
Baptist Bible College and Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Biblical Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Bryn Mawr College (1)	81.3	59.4	47.3	42.8	--	* 63.3	--	138	55	60	--	16.0
Carnegie Mellon University (1)	97.0	66.4	59.8	--	--	* 81.1	--	497	20	66	6	16.3
Chestnut Hill College (1)	+	30.7	32.3	--	--	* 31.9	-3.4	34	79	44	11	6.6
Drexel University (1)	75.2	57.2	55.9	34.4	--	57.3	2.8	395	27	53	--	16.8
Duquesne University (1)	68.2	54.1	45.6	40.0	--	55.6	--	292	30	70	21	15.7
Eastern Baptist Theological Seminary (1)	48.1	+	--	--	--	* 48.1	--	9	22	78	--	16.0
Gannon University (1)	52.6	42.5	37.2	31.6	--	* 40.7	--	129	39	60	14	14.2
Immaculata College (1)	55.6	43.9	35.1	31.7	--	* 39.6	-3.8	43	63	30	--	10.3
La Salle University (1)	67.2	54.7	44.8	32.8	--	* 53.3	--	171	37	74	--	13.8
Lancaster Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Lehigh University (1)	84.6	60.1	48.2	33.7	--	* 71.8	--	393	21	87	--	19.0
Lutheran Theological Seminary at Philadelphia (1)	48.1	42.9	36.9	--	--	* 43.2	0.9	14	43	50	--	20.3
Marywood University (1)	57.8	47.4	39.6	--	--	* 46.2	2.7	117	53	61	1	11.2
Thomas Jefferson University (1)	--	54.5	49.1	38.2	--	* 44.7	--	21	81	0	53	13.9
University of Pennsylvania (1)	109.3	73.0	66.2	--	--	93.2	4.6	892	23	77	8	24.6
University of the Sciences in Philadelphia (1)	59.8	52.0	40.9	34.9	--	47.9	--	58	43	48	50	12.8
Villanova University (1)	89.3	60.6	51.3	35.9	--	64.8	1.0	465	28	80	--	18.1
Westminster Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Widener University-Main Campus (1)	64.8	52.7	44.1	34.2	--	51.7	--	182	47	62	17	15.6
RHODE ISLAND												
Public												
AA												
Community College of Rhode Island (1)	52.2	38.4	34.6	--	--	* 45.2	3.8	265	54	83	5	13.1

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Trnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
Rhode Island College (1)	58.0	49.7	42.4	--	--	51.4	5.1	306	40	78	1	14.5
Doctoral												
University of Rhode Island (1)	73.4	55.4	45.4	--	--	*64.0	--	515	30	83	16	17.7
Independent												
BA												
New England Institute of Technology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Roger Williams University (1)	58.5	55.0	44.1	--	--	55.7	1.3	113	26	89	--	16.6
BA+												
Bryant College (1)	79.9	70.5	54.9	35.1	--	67.7	--	121	27	61	--	18.4
Rhode Island School of Design (1)	63.6	49.9	40.7	--	--	54.4	5.7	127	38	1	--	15.3
Doctoral												
Brown University (1)	89.0	59.7	50.9	45.8	--	73.4	3.4	525	26	74	--	17.7
Johnson & Wales University (1)	49.1	42.1	36.4	31.9	--	39.2	4.7	231	39	--	2	9.5
Providence College (1)	75.4	61.3	48.7	38.0	--	58.0	1.3	227	35	74	--	15.8
Salve Regina University (1)	55.1	45.0	39.0	35.2	--	*44.8	--	104	54	58	--	11.8
SOUTH CAROLINA												
Public												
AA												
Aiken Technical College (1)	--	--	--	--	36.5	36.5	2.1	53	43	--	--	8.6
Central Carolina Technical College (1)	--	--	--	--	33.8	33.8	5.9	80	54	--	--	8.4
Chesterfield-Marlboro Technical College (1)	--	--	--	--	31.5	31.5	2.6	24	54	--	--	10.3
Denmark Technical College (1)	--	--	--	--	29.5	29.5	7.6	29	48	--	--	4.3
Florence Darlington Technical College (1)	--	--	--	--	35.0	35.0	5.9	97	56	--	--	9.0
Greenville Technical College (1)	--	--	--	--	33.8	33.8	3.0	240	56	--	--	8.7
Horry-Georgetown Technical College (1)	--	--	--	--	36.9	36.9	7.2	98	43	--	--	9.1
Midlands Technical College (1)	--	--	--	--	35.7	35.7	3.1	210	53	--	--	8.9
Orangeburg Calhoun Technical College (1)	--	--	--	--	30.6	30.6	5.0	75	60	--	--	7.6
Piedmont Technical College (1)	--	--	--	--	32.5	32.5	6.9	90	49	--	--	7.4
Spartanburg Technical College (1)	--	--	--	--	33.2	33.2	4.9	95	53	--	--	7.8
Technical College of the Lowcountry (1)	--	--	--	--	32.9	32.9	8.8	35	60	--	--	7.5
Tri-County Technical College (1)	--	--	--	--	34.1	34.1	2.3	88	53	--	--	8.3
Trident Technical College (1)	--	--	--	--	36.9	36.9	2.8	223	52	--	--	8.1
University of South Carolina at Beaufort (1)	50.8	38.1	34.3	--	--	*41.3	--	21	24	52	13	9.1
University of South Carolina at Lancaster (1)	50.2	40.1	+	--	--	*45.7	--	20	40	75	17	9.8
University of South Carolina at Salkehatchie (1)	49.0	39.3	32.2	--	--	*40.2	7.6	19	21	58	21	8.7
University of South Carolina at Sumter (1)	48.7	40.5	38.2	--	--	*44.3	--	36	22	69	10	9.5
University of South Carolina at Union (1)	50.1	+	+	--	--	*50.1	--	7	29	86	22	10.3
Williamsburg Technical College (1)	--	--	--	--	28.0	28.0	-1.5	12	42	--	--	6.9
York Technical College (1)	--	--	--	--	35.2	35.2	5.7	92	55	--	--	8.5
BA+												
Citadel Military College of South Carolina (1)	57.5	47.5	37.2	--	--	*48.9	--	147	24	76	1	11.2
Coastal Carolina University (1)	56.2	45.3	38.4	27.8	--	*42.1	--	166	37	51	8	14.0
College of Charleston (1)	57.0	46.7	38.2	31.5	--	43.8	2.8	368	36	54	7	10.6
Francis Marion University (1)	54.6	46.5	37.8	27.6	--	*45.6	--	156	29	60	3	10.5
Lander University (1)	52.8	44.2	37.0	29.5	--	43.9	2.9	117	41	74	3	10.6
University of South Carolina at Spartanburg (1)	54.0	44.4	38.8	31.6	--	*44.3	--	127	50	62	7	9.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
University of South Carolina-Aiken (1)	56.1	44.7	40.5	34.6	--	45.6	4.0	100	48	58	17	9.9
Winthrop University (1)	52.9	44.1	39.0	29.3	--	44.3	--	237	40	64	2	11.2
Doctoral												
Clemson University (1)	72.2	54.3	44.0	30.9	--	56.7	3.9	797	27	68	14	12.7
Medical University of South Carolina (1)	--	47.9	46.8	43.3	--	*46.3	--	23	91	17	90	11.3
South Carolina State University (1)	52.0	46.1	39.6	31.0	--	42.7	0.9	186	38	49	14	11.7
University of South Carolina at Columbia (1)	74.9	55.1	45.7	35.7	--	59.1	5.2	907	27	70	11	12.1
Independent												
AA												
Spartanburg Methodist College (1)	--	--	--	--	33.3	33.3	-1.6	20	55	50	--	5.5
BA												
Allen University (4)	--	--	--	--	--	28.7	--	16	--	--	--	--
Anderson College (1)	36.9	34.9	34.0	--	--	34.9	--	45	53	64	--	6.6
Benedict College (1)	42.9	46.4	34.7	29.0	--	*37.1	--	70	41	29	18	6.6
Claflin College (1)	46.5	38.6	33.1	29.3	--	*36.8	--	68	32	18	--	6.8
Coker College (1)	47.9	39.9	34.3	--	--	*41.3	--	47	30	68	--	9.0
Johnson & Wales University-Charleston (1)	--	37.7	33.7	30.0	--	*34.2	--	39	28	--	--	10.0
Limestone College (1)	33.3	31.3	28.3	--	--	*29.8	--	31	39	39	24	5.2
Morris College (1)	+	33.1	29.8	24.3	--	*30.9	2.1	40	48	5	17	4.2
Newberry College (1)	42.1	32.7	30.5	--	--	*35.1	--	48	31	65	--	7.3
North Greenville College (1)	34.4	31.6	29.0	24.0	--	*30.0	--	37	43	3	3	7.3
Presbyterian College (1)	55.7	42.2	34.8	30.9	--	43.9	1.1	77	26	65	--	10.6
Voorhees College (1)	40.0	35.6	32.8	25.9	--	*32.9	17.2	24	17	4	17	6.3
Wofford College (1)	60.9	47.2	39.1	--	--	*53.1	--	68	22	82	--	13.8
BA+												
Charleston Southern University (1)	46.5	40.5	34.5	30.2	--	*37.9	7.0	79	42	20	5	7.8
Columbia College (1)	48.8	42.6	39.5	27.9	34.1	*41.6	--	86	69	50	3	8.9
Converse College (1)	53.8	43.5	35.9	28.0	--	*41.6	--	74	50	62	--	10.0
Furman University (1)	63.0	46.2	37.8	31.4	--	51.4	--	191	25	71	--	15.5
Lutheran Theological Southern Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Southern Wesleyan University (1)	35.8	30.0	27.1	--	--	*31.8	--	31	29	45	23	5.6
Doctoral												
Columbia International University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Erskine College and Seminary (1)	46.0	35.5	32.3	--	--	*41.6	--	47	34	45	--	9.9
SOUTH DAKOTA												
Public												
AA												
Cheyenne River Community College (1)	--	--	--	--	+	+	--	1	--	--	--	--
Lake Area Technical Institute (1)	--	--	--	--	34.0	34.0	3.0	37	22	--	45	7.6
Mitchell Technical Institute (1)	--	--	--	--	31.0	31.0	-6.3	38	32	--	10	7.7
Southeast Technical Institute (1)	--	--	--	--	35.4	35.4	-1.2	64	34	70	4	8.0
Western Dakota Technical Institute (1)	--	--	--	--	30.4	30.4	4.4	56	36	--	--	7.0
BA+												
Black Hills State University (1)	47.0	38.9	35.1	30.6	--	37.8	8.1	115	35	43	--	7.7
Dakota State University (1)	54.5	41.5	38.3	23.5	--	*36.6	--	54	43	28	13	7.5
Northern State University (1)	48.0	40.1	34.6	33.1	--	*40.2	--	95	25	57	1	8.2

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene ($)
Oglala Lakota College (1)	--	--	--	--	29.1	29.1	12.8	40	50	--	--	3.3
Sinte Gleska University (1)	--	--	--	--	+	+	--	2	50	--	94	--
Doctoral												
South Dakota School of Mines and Technology (1)	60.5	48.5	41.8	30.6	--	* 51.3	--	101	18	57	--	9.6
South Dakota State University (1)	51.5	43.0	38.3	34.0	--	43.0	8.7	278	36	50	25	8.4
University of South Dakota (1)	56.9	44.7	37.1	26.9	--	42.5	7.7	286	41	49	11	8.3
Independent												
AA												
Kilian Community College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Presentation College (1)	+	+	31.3	27.0	--	* 30.6	6.5	23	70	48	8	8.2
BA+												
Augustana College (1)	49.1	43.6	36.2	26.9	--	40.9	--	121	32	64	--	10.3
Dakota Wesleyan University (1)	35.8	31.6	27.8	24.9	--	* 30.7	--	35	46	43	5	9.4
Mount Marty College (1)	37.7	32.4	28.5	--	--	* 31.0	1.9	31	48	29	6	5.3
University of Sioux Falls (1)	42.5	36.5	31.5	--	--	* 36.0	--	37	30	59	--	8.7
Doctoral												
North American Baptist Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
TENNESSEE												
Public												
AA												
Chattanooga State Technical Community College (1)	49.6	40.0	33.1	28.1	+	* 36.8	-0.9	148	54	66	29	7.9
Cleveland State Community College (1)	48.6	40.3	33.8	29.3	--	* 36.9	--	76	46	67	4	8.8
Columbia State Community College (1)	47.7	40.2	34.1	30.1	--	* 34.8	--	90	57	56	12	8.5
Dyersburg State Community College (1)	47.5	39.6	33.7	29.4	--	* 39.5	--	42	48	69	14	9.6
Jackson State Community College (1)	42.1	37.2	32.3	28.7	--	* 35.3	--	79	54	56	22	11.4
Motlow State Community College (1)	50.1	41.9	35.4	30.4	--	37.1	--	76	58	50	7	9.6
Nashville State Technical Institute (1)	43.4	38.7	31.6	31.3	--	35.3	-2.2	108	45	43	14	8.6
Northeast State Technical Community College (1)	+	35.8	29.5	26.9	--	* 30.6	--	74	43	43	10	9.4
Pellissippi State Technical Community College (1)	48.2	38.9	33.3	27.2	--	36.9	3.6	160	61	78	--	10.3
Roane State Community College (1)	48.0	39.7	34.0	32.3	--	39.4	2.8	123	54	81	9	9.0
Shelby State Community College (1)	42.9	39.1	31.9	30.0	--	37.2	7.2	109	57	68	5	7.8
State Technical Institute at Memphis (1)	+	36.9	30.4	28.9	--	* 32.2	--	72	63	50	56	7.3
Volunteer State Community College (1)	50.2	40.9	31.3	28.0	--	36.6	2.4	101	51	49	20	6.7
Walters State Community College (1)	49.9	41.1	30.9	--	--	* 40.5	0.8	106	53	61	16	9.1
BA+												
Austin Peay State University (1)	54.5	40.7	35.4	31.9	--	44.0	--	259	36	65	3	10.2
University of Tennessee-Chattanooga (1)	56.8	46.4	39.4	31.1	--	47.8	--	274	38	62	4	12.5
University of Tennessee-Martin (1)	54.5	42.0	36.3	31.2	--	44.7	1.4	209	36	58	8	12.5
Doctoral												
East Tennessee State University (1)	58.3	47.7	41.3	33.9	--	47.2	1.4	367	38	68	24	10.4
Middle Tennessee State University (1)	60.3	45.6	38.6	27.5	--	45.9	-0.6	654	39	64	1	10.4
Tennessee State University (1)	58.3	49.1	38.7	33.1	--	* 48.4	--	279	35	57	14	12.8
Tennessee Technological University (1)	60.6	45.4	39.3	28.9	--	49.6	5.0	359	25	82	1	12.7
University of Memphis (1)	56.3	45.3	38.5	26.5	--	* 45.6	--	687	31	68	7	12.8
University of Tennessee-Knoxville (1)	69.6	54.0	43.6	30.7	--	58.9	--	986	26	77	19	15.2
University of Tennessee-Memphis (1)	--	--	--	--	--	--	--	0	--	--	100	--

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Independent												
AA												
Hiwassee College (1)	29.0	23.7	23.0	--	--	*24.9	4.2	18	44	56	0	5.8
BA												
Aquinas College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Bryan College (1)	37.5	31.4	28.5	--	--	*32.8	1.9	29	14	45	--	9.6
Crichton College (1)	42.2	+	35.0	--	--	*38.2	6.7	15	20	--	25	6.9
Free Will Baptist Bible College (1)	--	--	--	--	30.6	*30.6	--	18	11	--	--	6.6
King College (1)	36.6	32.8	27.7	--	--	32.7	8.7	36	42	--	--	7.4
Lambuth University (1)	35.1	30.8	30.1	28.9	--	*31.4	--	43	35	49	--	9.6
Lane College (1)	36.4	28.6	28.4	21.9	--	*28.4	--	43	35	23	--	4.5
Martin Methodist College (1)	33.2	28.4	+	24.1	--	*30.9	3.8	21	48	48	13	7.7
Maryville College (1)	57.0	45.3	35.8	29.0	--	42.5	6.2	61	44	51	--	7.9
O'More College of Design (1)	--	--	--	--	--	--	--	--	--	--	100	--
Tennessee Wesleyan College (1)	30.9	27.1	26.6	23.0	--	*27.8	7.7	29	45	52	6	7.0
Watkins Institute College of Art and Design (1)	--	--	--	--	+	+	--	1	100	--	86	--
BA+												
Belmont University (1)	53.6	44.9	41.3	32.4	--	44.0	3.9	161	45	42	14	8.6
Bethel College (1)	35.2	28.4	23.4	--	--	*28.4	-0.6	24	29	54	31	7.3
Carson-Newman College (1)	46.4	40.6	34.6	28.9	--	38.0	2.5	103	40	61	15	8.5
Christian Brothers University (1)	44.7	38.8	37.0	--	--	*40.3	--	98	28	54	1	9.2
Cumberland University (1)	34.0	32.9	31.1	28.3	--	*31.0	--	46	54	--	16	5.2
David Lipscomb University (1)	54.0	44.7	37.4	30.1	--	*43.5	--	107	20	47	--	10.3
Fisk University (1)	49.9	40.1	34.1	28.0	--	*37.2	--	60	43	55	--	7.4
Freed-Hardeman University (1)	49.2	44.2	35.0	27.6	--	*39.1	--	72	31	53	17	7.8
Johnson Bible College (1)	36.7	33.7	+	--	--	*36.0	9.1	22	14	--	--	13.2
Le Moyne-Owen College (1)	21.0	32.5	25.8	24.5	--	*26.4	--	46	39	26	18	3.7
Lee University (1)	42.0	37.5	34.5	29.4	--	*35.2	--	90	28	40	9	8.8
Lincoln Memorial University (1)	33.5	33.5	32.0	26.6	--	*31.6	--	75	55	--	3	5.4
Memphis College of Art (1)	36.3	32.9	25.5	--	--	*31.6	--	17	35	--	--	7.2
Milligan College (1)	43.5	37.4	34.0	--	--	37.5	-0.8	60	45	43	6	7.1
Rhodes College (1)	72.0	49.9	41.1	39.3	--	*49.9	--	118	31	54	1	13.5
Southern Adventist University (1)	+	+	+	--	--	+	3.8	7	43	--	93	9.9
Tennessee Temple University (1)	23.3	23.1	23.2	21.0	--	*22.4	--	29	34	--	15	3.7
Trevecca Nazarene University (1)	44.8	38.7	33.5	--	--	*39.6	--	59	34	36	6	8.1
Tusculum College (4)	--	--	--	--	--	36.8	--	32	--	--	--	--
Union University (1)	48.2	41.5	38.1	33.6	--	40.6	--	120	43	27	--	10.3
Doctoral												
Emmanuel School of Religion (1)	37.9	+	+	--	--	*37.9	9.3	8	--	63	--	24.1
Harding University Graduate School of Religion (1)	--	--	--	--	--	--	--	--	--	--	--	--
Meharry Medical College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Memphis Theological Seminary (4)	--	--	--	--	--	46.0	--	9	--	--	--	--
University of the South (1)	69.5	50.7	40.5	39.0	--	*56.7	--	121	25	63	--	15.8
Vanderbilt University (1)	96.3	63.0	50.9	35.5	--	72.5	1.4	649	27	63	9	16.8
TEXAS												
Public												
AA												
Alvin Community College (1)	--	--	--	--	40.3	40.3	-1.2	55	47	65	35	6.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Tnrd. (%)	% 11/12 (%)	Avg. Bene. ($)
Amarillo College (1)	46.6	42.2	40.1	34.7	--	39.7	2.0	162	55	45	24	10.0
Angelina College (1)	--	--	--	--	46.7	46.7	13.5	88	57	--	--	7.3
Austin Community College (1)	48.4	40.2	34.5	--	--	* 44.0	--	306	48	--	--	7.6
Blinn College (1)	--	--	--	--	39.9	39.9	0.0	136	49	--	14	10.5
Brazosport College (1)	+	--	32.9	31.8	--	* 32.0	-1.6	25	52	32	57	5.9
Brookhaven College (1)	--	--	--	--	48.2	48.2	-1.5	89	52	--	--	7.4
Cedar Valley College (1)	--	--	--	--	48.7	48.7	-1.5	47	34	--	--	7.6
Central Texas College (1)	--	--	--	--	45.3	45.3	6.4	68	57	--	46	8.0
Cisco Junior College (1)	--	--	--	--	31.8	31.8	-0.3	48	38	56	25	5.3
Clarendon College (1)	--	--	--	--	33.5	33.5	-6.7	20	25	10	23	5.6
Coastal Bend College (1)	--	--	--	--	35.9	35.9	4.2	68	54	--	29	6.4
College of the Mainland (1)	45.3	+	31.6	--	--	* 36.5	--	17	65	47	80	5.6
Collin County Community College-Central Park (1)	--	--	--	--	38.4	38.4	2.4	163	48	--	3	4.2
Collin County Community College-Preston Ridge (1)	--	--	--	--	--	--	--	--	--	--	--	--
Collin County Community College-Spring Creek (1)	--	--	--	--	--	--	--	--	--	--	--	--
Del Mar College (1)	51.2	44.3	38.5	33.0	--	42.3	3.1	235	50	73	7	10.3
Eastfield College (1)	--	--	--	--	53.7	53.7	-1.6	88	33	--	--	7.8
El Centro College (1)	--	--	--	--	47.2	47.2	-1.6	113	67	--	--	7.2
El Paso Community College (1)	--	--	--	--	42.8	42.8	-0.2	308	49	61	10	7.8
Frank Phillips College (1)	--	--	--	--	34.4	34.4	3.5	26	58	--	7	1.7
Galveston College (1)	48.3	+	38.2	33.4	--	* 39.3	0.1	42	50	69	5	9.4
Grayson County College (1)	--	--	--	--	39.7	39.7	2.4	69	55	--	25	9.3
Hill College (1)	--	--	--	--	33.6	33.6	3.2	60	45	20	--	5.7
Houston Community College System (1)	--	--	--	--	40.1	40.1	5.7	321	48	10	47	6.3
Howard County Junior College District (1)	43.6	36.9	32.3	26.4	--	32.4	-0.3	61	51	7	41	7.5
Kilgore College (1)	--	--	--	--	35.8	35.8	1.2	109	58	--	25	6.0
Lamar University-Orange (1)	+	+	32.2	29.2	--	* 30.2	-4.4	39	67	41	7	6.0
Lamar University-Port Arthur (1)	+	--	+	29.3	--	* 29.3	-1.2	52	58	35	22	5.8
Laredo Community College (1)	--	--	--	--	40.3	40.3	1.5	155	42	65	19	10.7
Lee College (1)	--	--	--	61.4	--	61.4	5.0	138	43	--	10	15.2
McLennan Community College (1)	--	--	--	--	44.5	44.5	1.3	138	54	83	9	7.1
Midland College (1)	--	--	--	--	40.3	40.3	2.7	67	40	100	25	10.3
Mountain View College (1)	--	--	--	--	52.8	52.8	-1.5	68	31	--	--	7.7
Navarro College (1)	--	--	--	--	37.7	37.7	-1.5	53	49	--	35	8.8
North Central Texas College (1)	--	--	--	--	35.2	35.2	0.6	74	47	--	10	5.7
North Harris Montgomery Comm College District (1)	44.1	35.3	33.5	29.1	+	* 41.9	--	315	50	--	13	6.4
North Lake College (1)	--	--	--	--	49.5	49.5	-1.5	65	42	--	--	7.5
Northeast Texas Community College (1)	--	--	--	--	37.6	37.6	-0.4	44	39	--	12	7.6
Odessa College (1)	47.3	40.9	37.1	33.3	+	* 39.0	--	90	48	22	22	8.6
Palo Alto College (1)	--	44.9	40.0	35.4	--	* 38.8	--	80	46	59	10	10.4
Panola College (1)	--	--	--	--	36.9	36.9	1.7	44	57	11	30	8.3
Paris Junior College (1)	--	--	--	--	36.0	36.0	2.4	59	63	29	16	5.8
Ranger College (1)	+	33.7	27.4	--	--	* 29.3	--	18	44	61	40	5.6
Richland College (1)	--	--	--	--	52.0	52.0	-1.4	138	44	--	--	7.5
San Antonio College (1)	52.5	46.9	41.4	35.0	--	* 45.5	--	380	44	77	6	11.7
San Jacinto College-Central Campus (1)	--	--	--	--	39.9	39.9	-4.9	389	51	--	9	5.0
San Jacinto College-North Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
San Jacinto College-South Campus (1)	--	--	--	--	--	--	--	--	--	--	--	--
South Plains College (1)	45.1	38.8	33.8	29.8	--	35.3	--	188	46	82	12	5.9

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South Texas Community College (1)	--	--	--	--	31.5	31.5	-3.8	172	37	--	11	9.7
Southwest College Institute for the Deaf (1)	--	--	--	--	--	--	--	--	--	--	--	--
Southwest Texas Junior College (1)	--	--	--	--	38.7	38.7	-0.2	67	43	54	1	5.9
St Philip's College (1)	51.7	47.4	41.7	34.5	--	* 39.9	--	176	42	60	5	10.7
Tarrant County Junior College (1)	47.2	45.3	43.3	37.1	--	* 43.1	--	425	48	59	4	11.0
Temple College (1)	--	--	--	--	42.1	42.1	2.9	55	45	80	29	8.9
Texarkana College (1)	44.1	38.4	35.7	35.7	--	* 40.8	--	72	57	88	31	6.2
Texas Southmost College (1)	--	--	--	--	--	--	--	--	--	--	--	--
Texas State Technical College-Harlingen (1)	--	--	--	--	30.5	* 30.5	--	9	22	--	93	8.4
Texas State Technical College-Sweetwater (1)	--	--	--	--	--	--	--	0	--	--	100	--
Texas State Technical College-Waco (1)	--	--	--	--	31.2	31.2	0.7	21	33	--	92	8.1
Trinity Valley Community College (1)	--	--	--	--	39.7	39.7	2.5	92	45	--	23	10.2
Tyler Junior College (1)	--	--	--	--	39.0	39.0	8.0	175	56	--	15	8.2
Vernon Regional Junior College (1)	--	--	--	--	35.1	35.1	-3.2	32	44	--	40	5.7
Victoria College (1)	--	--	--	--	40.9	40.9	0.3	83	42	63	22	9.8
Weatherford College (1)	--	--	--	--	38.9	38.9	2.9	47	47	2	36	6.2
Western Texas College (1)	40.6	36.7	35.5	31.1	--	* 35.1	--	36	31	--	16	7.2
Wharton County Junior College (1)	--	--	--	--	36.2	36.2	-1.5	68	38	--	35	9.0
BA												
Texas A & M University-Galveston (1)	53.5	41.4	45.7	31.8	--	* 40.3	--	41	12	49	29	10.2
University of Houston-Downtown (1)	54.0	45.9	38.6	31.7	--	* 40.6	--	172	49	46	5	9.0
BA+												
Angelo State University (1)	55.1	46.3	39.7	27.0	37.9	* 42.7	--	210	38	52	--	11.4
Midwestern State University (1)	55.4	47.9	41.5	30.1	--	45.0	2.1	181	39	55	6	10.2
Prairie View A & M University (1)	50.8	44.5	41.3	35.9	--	* 41.2	--	191	40	39	19	11.2
Sul Ross State University (1)	55.4	44.7	35.2	30.2	--	42.0	-0.3	112	29	48	5	10.5
Tarleton State University (1)	51.6	44.9	38.3	30.3	--	39.0	--	201	38	34	14	9.9
Texas A & M International University (1)	60.1	49.2	41.7	33.5	--	* 44.9	--	96	32	24	9	10.6
Texas A & M University-Texarkana (1)	55.9	+	42.6	--	--	* 51.6	--	32	34	63	--	9.0
The University of Texas Anderson Cancer Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
The University of Texas at Brownsville (1)	53.0	44.7	41.3	35.1	--	* 42.2	--	200	41	56	12	7.1
The University of Texas at Tyler (1)	56.3	46.1	41.6	34.3	--	44.9	0.8	159	44	50	--	9.8
The University of Texas of the Permian Basin (1)	54.1	46.0	39.4	34.8	--	* 42.5	3.1	77	43	43	--	6.8
University of Houston-Clear Lake (1)	55.3	46.1	37.8	31.8	--	* 45.5	--	171	39	68	2	11.9
University of Houston-Victoria (1)	58.5	55.5	41.3	--	--	* 48.9	--	35	40	46	8	10.8
West Texas A & M University (1)	51.3	44.5	37.3	31.1	--	40.2	0.9	190	41	46	6	11.5
Doctoral												
Lamar University-Beaumont (1)	51.9	42.6	37.4	34.7	--	41.5	4.5	318	37	61	7	6.4
Sam Houston State University (1)	57.6	46.2	39.8	32.6	--	* 47.2	--	355	32	68	4	7.2
Southwest Texas State University (1)	57.5	47.0	38.4	32.0	--	45.7	1.6	581	40	62	6	10.0
Stephen F Austin State University (1)	53.6	44.2	37.5	30.7	--	42.0	1.1	370	39	54	9	9.9
Texas A & M University (1)	70.5	50.1	44.4	28.8	--	51.7	--	788	28	61	52	11.9
Texas A & M University-Baylor Coll of Dentistry (1)	--	--	--	--	--	--	--	--	--	--	100	--
Texas A & M University-Commerce (1)	56.3	45.0	39.3	34.6	--	45.8	--	233	33	50	6	10.9
Texas A & M University-Corpus Christi (1)	54.5	46.8	40.5	--	--	* 47.7	--	183	37	46	2	11.4
Texas A & M University-Kingsville (1)	51.5	43.8	36.0	23.7	--	* 42.8	--	195	24	64	3	10.5
Texas Southern University (1)	65.2	51.5	38.8	34.5	--	* 49.3	11.1	266	39	67	--	6.8
Texas Tech University (1)	74.2	52.4	41.3	31.2	--	54.5	1.2	790	28	61	4	12.0
Texas Tech University Health Sciences Center (1)	--	+	--	--	--	+	--	1	100	0	99	--

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Texas Woman's University (1)	59.5	47.2	39.1	33.4	55.5	* 45.7	3.7	392	73	48	--	10.9
The University of Texas at Arlington (1)	66.9	49.7	43.2	28.2	--	* 50.0	--	665	33	59	--	12.4
The University of Texas at Austin (1)	84.4	54.6	50.6	41.2	--	64.5	2.5	2,134	30	65	0	12.9
The University of Texas at Dallas (1)	79.5	56.8	57.7	--	--	67.6	--	244	17	73	--	15.4
The University of Texas at El Paso (1)	60.7	46.8	42.8	29.9	--	* 47.0	--	481	32	51	--	11.2
The University of Texas at San Antonio (1)	63.2	50.8	42.8	27.2	--	* 50.0	-1.2	379	30	64	--	12.9
The University of Texas Health Science Center (1)	--	--	--	--	--	--	--	--	--	--	100	--
The University of Texas Health Science-San Antonio (1)	68.6	54.0	46.0	36.3	+	* 48.7	0.9	55	95	36	86	11.3
The University of Texas Medical Branch-Galveston (1)	--	--	--	--	--	--	--	--	--	--	100	--
The University of Texas Southwest Med Ctr-Dallas (1)	--	+	--	--	--	+	--	1	--	100	99	--
The University of Texas-Pan American (1)	63.4	50.2	43.5	34.6	--	46.4	3.1	400	34	47	--	12.8
University of Houston-University Park (1)	80.1	55.1	50.7	34.8	--	* 64.2	--	735	24	77	8	11.3
University of North Texas (1)	67.6	50.3	43.1	33.2	--	52.5	--	729	28	64	--	10.0
Independent												
AA												
Jacksonville College-Main Campus (1)	--	--	--	--	21.4	21.4	-3.6	9	56	--	25	4.8
Lon Morris College (1)	+	33.2	29.5	25.3	--	* 28.1	--	21	38	19	--	5.9
BA												
Arlington Baptist College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Dallas Christian College (1)	30.1	--	--	--	--	* 30.1	--	4	25	--	--	7.8
Howard Payne University (1)	39.0	32.0	30.6	26.9	--	* 33.2	--	65	35	14	24	8.8
Huston-Tillotson College (1)	39.8	33.5	32.2	--	--	* 34.9	--	38	50	21	3	6.0
Jarvis Christian College (1)	37.2	29.1	29.8	24.2	--	* 30.0	--	32	31	19	9	3.9
McMurry University (1)	45.7	42.6	34.5	29.0	--	* 41.0	--	71	34	65	--	8.1
Northwood University (1)	--	34.5	35.8	--	--	* 34.9	--	11	27	--	--	16.2
Paul Quinn College (1)	36.0	28.8	37.0	26.3	--	* 30.5	9.5	26	54	--	7	3.2
Southwestern Christian College (1)	--	20.8	+	--	--	* 20.8	-4.3	10	30	100	--	3.2
Southwestern University (1)	70.9	54.6	42.2	--	--	* 54.6	--	93	42	58	2	14.2
Texas Lutheran University (1)	52.0	39.2	34.4	--	--	* 40.9	--	59	34	61	--	8.0
Wiley College (1)	+	30.7	28.4	23.8	--	* 27.3	--	35	49	6	15	4.3
BA+												
Amber University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Austin College (1)	62.6	49.9	41.0	--	--	* 51.7	--	83	28	69	--	12.8
Concordia University at Austin (1)	--	--	--	--	--	--	--	--	--	--	100	--
Dallas Baptist University (1)	48.4	45.1	39.8	--	--	* 43.8	--	53	40	8	26	10.3
East Texas Baptist University (1)	43.0	37.0	33.6	32.1	--	36.9	2.4	62	34	19	--	9.1
Episcopal Theological Seminary of the Southwest (1)	--	--	--	--	--	--	--	--	--	--	100	--
Hardin-Simmons University (1)	44.9	41.0	34.5	22.7	--	* 38.0	--	96	31	55	20	10.0
Houston Baptist University (1)	46.9	39.9	35.7	--	--	* 41.2	--	88	48	--	27	6.5
Letourneau University (1)	47.3	39.4	36.7	34.3	--	* 40.6	--	56	14	55	3	10.2
Lubbock Christian University (1)	40.5	34.8	30.8	24.8	--	33.7	4.7	57	37	54	3	6.3
Saint Edwards University (1)	50.4	43.4	37.5	--	--	* 43.8	--	87	38	48	4	7.5
Schreiner College (1)	40.9	34.3	27.6	--	--	* 33.9	-1.5	37	30	35	14	6.1
Southwestern Adventist University (1)	--	+	32.6	--	--	* 32.6	--	5	60	20	89	8.2
Southwestern Assemblies of God University (1)	36.2	31.0	30.3	23.9	--	30.0	-0.2	52	40	31	5	6.4
Texas Wesleyan University (1)	61.1	63.0	35.9	--	--	* 51.7	--	116	34	54	--	9.6
Trinity University (1)	80.5	54.1	43.3	36.3	--	* 65.0	--	208	24	83	--	14.1
University of Central Texas (1)	+	--	--	--	--	+	--	2	50	0	91	--
University of Mary Hardin Baylor (1)	45.1	37.8	31.2	27.6	--	37.5	--	89	47	37	11	10.0

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Wayland Baptist University (1)	40.7	33.7	31.7	--	--	* 34.0	--	47	40	--	46	8.5
Doctoral												
Abilene Christian University (1)	53.2	45.2	37.5	29.7	--	43.7	1.6	201	25	54	--	12.5
Austin Presbyterian Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
Baylor University (1)	73.9	57.0	44.2	36.4	--	* 56.7	--	629	34	57	--	15.2
Dallas Theological Seminary (1)	53.3	42.4	38.5	--	--	* 49.0	--	42	2	71	24	10.8
Houston Graduate School of Theology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Oblate School of Theology (1)	--	--	--	--	--	--	--	--	--	--	100	--
Our Lady of the Lake University-San Antonio (1)	59.0	46.5	38.5	34.3	--	* 44.6	--	111	55	23	10	6.9
Rice University (1)	97.3	64.1	58.6	35.8	+	* 79.6	4.3	455	20	73	--	20.2
Southern Methodist University (1)	87.1	57.9	52.3	34.2	--	* 63.7	--	500	28	65	--	15.0
Southwestern Baptist Theological Seminary (1)	--	--	--	--	--	--	--	--	--	--	100	--
St Mary's University (1)	92.4	55.7	40.7	--	--	* 66.8	--	176	34	60	1	10.3
Texas Christian University (1)	77.8	56.3	49.8	41.8	--	59.6	3.2	354	36	68	0	13.7
University of Dallas (1)	54.7	46.1	36.3	27.0	--	42.7	--	97	26	59	18	10.7
University of Saint Thomas (1)	64.2	50.8	42.0	--	--	52.8	4.5	99	38	65	2	10.0
University of the Incarnate Word (1)	47.7	43.8	36.7	32.0	--	* 40.8	--	118	60	47	9	7.6
UTAH												
Public												
AA												
College of Eastern Utah (1)	--	--	--	--	36.3	36.3	-3.0	80	26	51	5	12.6
Dixie College (1)	--	--	--	--	40.4	40.4	1.8	75	28	43	--	15.0
Salt Lake Community College (1)	44.1	39.6	36.1	33.7	--	37.8	3.0	316	45	48	1	14.1
Snow College (1)	49.4	42.0	35.3	31.9	--	* 39.0	--	87	25	60	--	15.6
BA												
Utah Valley State College (1)	42.7	41.0	39.0	36.0	+	* 40.1	--	248	31	64	1	14.7
BA+												
Southern Utah University (1)	53.4	43.1	35.1	27.1	--	* 39.8	--	196	29	46	2	14.9
Weber State University (1)	56.0	44.9	39.2	31.9	35.7	* 47.1	--	376	36	63	4	15.0
Doctoral												
University of Utah (1)	74.2	52.1	44.6	36.3	--	58.6	8.2	856	28	66	8	17.3
Utah State University (1)	57.6	47.8	39.8	33.8	--	46.7	3.5	468	31	63	28	16.2
Independent												
AA												
Latter Day Saints Business College (1)	--	--	--	--	41.6	41.6	--	13	54	--	--	12.8
BA+												
Westminster College of Salt Lake City (1)	51.2	42.9	38.4	--	--	* 43.6	5.6	82	48	--	2	11.7
Doctoral												
Brigham Young University (1)	71.2	53.7	46.1	35.8	--	* 57.7	--	981	18	67	26	13.9
VERMONT												
Public												
BA												
Vermont Technical College (1)	45.4	37.9	31.1	--	--	* 39.8	--	54	31	72	14	13.3

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BA+												
Castleton State College (1)	47.9	38.6	32.2	--	--	39.8	6.3	87	41	74	2	13.9
Johnson State College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Lyndon State College (1)	49.2	38.9	32.7	--	--	41.6	5.9	57	26	74	--	14.9
Doctoral												
University of Vermont and State Agricultural Coll (1)	68.8	52.3	42.6	36.4	42.4	* 53.6	--	500	35	65	7	13.9
Independent												
AA												
Landmark College (1)	+	+	25.6	21.3	--	* 23.1	8.8	44	66	--	61	6.6
Woodbury College (1)	--	--	--	--	--	--	--	--	--	--	100	--
BA												
Champlain College (1)	39.9	44.0	35.2	--	--	* 39.8	--	41	46	--	--	13.6
Green Mountain College (1)	42.1	37.7	30.3	26.7	--	* 35.6	--	37	46	--	--	9.0
Southern Vermont College (1)	--	--	--	--	24.2	24.2	0.1	26	54	--	4	5.4
Sterling College (1)	--	--	--	--	10.3	* 10.3	--	7	14	--	42	2.4
BA+												
Bennington College (1)	--	--	--	--	42.9	42.9	6.2	35	34	20	--	8.4
College of Saint Joseph (1)	--	32.4	28.8	--	--	* 30.6	-0.1	10	30	100	17	8.7
Fletcher Allen Health Care School of Cytotech (1)	--	--	--	--	--	--	--	--	--	--	100	--
Goddard College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Marlboro College (1)	40.7	--	--	--	--	40.7	13.0	32	34	75	--	6.4
Norwich University (1)	49.2	39.3	34.2	--	--	43.6	2.3	131	28	77	--	11.8
Saint Michael's College (1)	58.7	47.7	38.3	32.8	--	46.2	-0.1	132	42	67	--	13.6
School for International Training (4)	--	--	--	--	--	33.8	--	7	--	--	--	--
Trinity College of Vermont (1)	45.1	39.0	34.6	--	--	* 39.7	2.6	39	62	--	11	6.7
Vermont Law School (1)	--	--	--	--	--	--	--	--	--	--	100	--
Doctoral												
Middlebury College (1)	83.4	61.6	47.9	42.9	--	63.6	4.7	208	36	51	--	17.4
VIRGINIA												
Public												
AA												
Blue Ridge Community College (1)	50.9	45.5	36.9	35.5	--	* 42.3	--	38	42	8	3	10.1
Central Virginia Community College (1)	48.8	45.1	41.0	--	--	* 45.2	--	57	40	12	0	10.6
Dabney S Lancaster Community College (1)	+	46.1	36.0	33.7	--	* 38.6	--	25	44	16	0	9.6
Danville Community College (1)	51.8	42.9	39.9	32.5	--	* 41.4	4.4	51	24	14	0	10.0
Eastern Shore Community College (1)	--	42.8	34.7	--	--	* 37.8	0.3	15	33	7	0	9.0
Germanna Community College (1)	49.6	42.3	36.2	30.2	--	* 41.0	--	45	56	2	2	9.8
J Sargeant Reynolds Community College (1)	51.2	45.0	38.6	35.1	--	43.3	3.6	123	48	0	0	10.3
John Tyler Community College (1)	47.0	42.5	38.1	35.4	--	41.3	6.0	64	55	11	0	10.0
Lord Fairfax Community College (1)	44.5	40.4	37.1	31.3	--	* 37.8	--	44	32	0	0	9.4
Mountain Empire Community College (1)	45.0	41.6	37.8	36.5	--	* 41.2	--	47	32	0	0	9.9
New River Community College (1)	48.5	47.3	39.8	35.3	--	* 42.7	--	54	48	6	0	10.2
Northern Virginia Community College (1)	51.1	46.3	41.3	36.3	--	45.5	4.3	474	51	6	0	10.7
Patrick Henry Community College (1)	43.3	42.0	35.5	32.2	--	* 37.9	--	40	58	0	0	9.4
Paul D Camp Community College (1)	47.4	42.9	39.8	--	--	* 42.8	7.2	22	32	5	4	10.0
Piedmont Virginia Community College (1)	48.1	42.4	37.8	--	--	43.7	--	47	53	0	6	10.4
Rappahannock Community College (1)	+	46.5	38.0	31.6	--	* 39.5	5.3	27	44	0	0	9.9

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Richard Bland, the College of William and Mary (1)	49.0	43.5	34.5	--	--	*43.4	2.2	36	44	78	0	9.4
Southside Virginia Community College (1)	+	41.0	37.9	33.4	--	*38.6	--	44	48	0	17	9.6
Southwest Virginia Community College (1)	47.4	44.4	39.3	33.5	+	*41.0	--	59	31	7	19	9.9
Thomas Nelson Community College (1)	51.9	42.2	38.1	33.0	--	40.8	3.7	88	52	5	0	9.9
Tidewater Community College (1)	47.1	42.9	36.7	31.3	--	40.8	4.1	235	43	3	9	9.9
Virginia Highlands Community College (1)	44.2	42.6	36.6	--	--	*41.5	4.3	48	50	2	2	9.9
Virginia Western Community College (1)	46.2	44.7	39.5	29.5	--	42.7	--	80	50	14	7	10.2
Wytheville Community College (1)	44.8	42.0	37.7	--	--	*41.1	--	49	55	14	0	9.9
BA												
University of Virginia-Clinch Valley College (1)	57.8	46.9	42.2	--	--	*47.2	4.9	60	38	53	5	11.8
Virginia Military Institute (1)	63.3	45.4	42.0	--	--	*57.1	--	95	9	77	0	15.2
BA+												
Christopher Newport University (1)	61.2	51.3	42.6	33.5	--	50.0	3.2	172	35	56	0	11.7
Longwood College (1)	60.4	48.8	40.7	31.8	--	*47.5	--	158	42	66	0	12.3
Mary Washington College (1)	62.1	49.2	39.8	34.2	--	50.0	--	176	43	64	2	12.2
Radford University (1)	57.3	46.1	39.0	29.5	--	47.9	6.2	352	41	73	0	11.3
Virginia State University (1)	55.2	51.8	43.6	35.9	--	47.7	3.7	147	33	44	14	11.3
Doctoral												
College of William and Mary (1)	81.5	56.6	45.5	34.6	--	61.4	4.3	451	31	63	13	14.4
George Mason University (1)	86.9	59.5	46.9	40.0	--	64.7	6.0	673	35	64	11	16.7
James Madison University (1)	62.3	52.7	42.6	33.8	--	51.1	3.1	588	36	55	5	13.6
Norfolk State University (1)	57.4	52.4	41.6	37.4	--	*48.3	--	277	45	28	18	13.1
Old Dominion University (1)	72.2	54.2	45.5	38.4	--	54.6	5.8	553	32	60	5	13.8
University of Virginia-Main Campus (1)	85.9	60.4	48.4	37.7	--	66.9	5.4	840	28	65	17	16.2
Virginia Commonwealth University (1)	74.1	58.0	46.1	32.9	--	59.2	6.2	517	32	70	35	13.7
Virginia Polytechnic Institute and State Univ (1)	79.3	57.8	49.2	30.2	--	*60.6	--	888	24	66	27	12.9
Independent												
AA												
Johnson & Wales University-Norfolk (1)	--	+	31.5	--	--	*31.5	7.0	12	33	--	--	7.0
BA												
Bluefield College (1)	40.8	35.2	29.8	--	--	*33.8	--	32	28	0	0	7.1
Bridgewater College (1)	50.6	42.6	38.4	30.3	--	42.8	-1.6	69	29	68	4	8.8
Community Hosp of Roanoke Valley Coll of Hlth Sci (1)	+	+	33.9	--	+	*33.9	6.0	16	75	0	59	6.6
Ferrum College (1)	45.8	37.1	32.9	--	--	*39.2	--	66	38	77	1	8.4
Hampden-Sydney College (1)	63.1	49.2	41.2	34.5	--	*48.4	--	93	28	56	0	11.9
Randolph-Macon College (1)	58.4	42.8	38.5	28.8	--	*45.9	--	81	38	64	0	10.4
Randolph-Macon Woman's College (1)	57.3	46.3	37.9	29.6	--	46.8	1.5	71	49	69	0	12.5
Roanoke College (1)	56.3	47.4	37.1	--	--	47.8	2.9	93	38	78	0	12.0
Saint Paul's College (1)	34.5	+	30.9	28.5	--	*30.9	-1.0	26	27	27	13	6.2
Sweet Briar College (1)	57.2	47.1	38.6	--	--	*50.4	--	67	52	75	0	11.9
Virginia Intermont College (1)	37.8	35.8	33.5	27.9	--	*34.7	--	38	47	53	7	6.9
Virginia Wesleyan College (1)	57.1	48.4	38.9	--	--	*48.3	-0.5	67	39	40	0	15.2
Washington and Lee University (1)	89.7	62.1	49.7	--	--	76.5	2.7	164	19	82	0	17.2
BA+												
Averett College (1)	42.8	37.2	33.5	27.9	--	*37.6	--	60	35	62	2	9.0
Eastern Mennonite University (1)	46.9	38.5	34.4	29.0	--	*40.0	--	67	31	55	0	9.1
Emory and Henry College (1)	52.8	42.9	32.7	--	--	*40.4	-3.0	64	34	56	0	7.8
Hollins University (1)	59.4	45.7	36.2	--	--	*47.8	--	71	51	75	0	10.5

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Institute of Textile Technology (1)	--	--	--	--	--	--	--	0	--	--	100	--
Lynchburg College (1)	51.3	46.5	41.4	--	--	* 46.7	--	104	36	59	0	11.3
Mary Baldwin College (1)	54.6	43.8	39.3	34.4	--	* 45.4	--	56	45	70	21	9.4
Marymount University (1)	65.9	47.8	35.7	--	--	51.0	--	110	64	55	4	16.2
Rockingham Memorial Hosp School of Med Techn (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Richmond (1)	86.6	61.2	50.8	--	--	69.1	3.7	226	26	72	0	15.7
Doctoral												
Hampton University (1)	63.4	46.5	38.5	34.2	--	* 44.9	--	245	46	42	16	6.7
Liberty University (1)	45.7	39.7	33.2	27.2	--	38.3	9.5	150	37	0	14	6.6
Protestant Episcopal Theological Seminary in Va (1)	--	--	--	--	--	--	--	0	--	--	100	--
Regent University (1)	67.6	54.3	46.6	--	--	* 57.7	--	76	17	45	6	11.7
Shenandoah University (1)	53.0	46.8	40.2	31.6	--	* 46.9	--	79	42	16	44	10.1
Union Theological Seminary and Presbyterian Schl (1)	--	--	--	--	--	--	--	0	--	--	100	--
Virginia Union University (1)	49.0	44.4	34.4	28.4	--	* 36.9	--	92	41	25	0	6.4
WASHINGTON												
Public												
AA												
Bates Technical College (1)	--	--	--	47.2	+	* 47.2	-7.2	14	79	64	88	11.9
Bellevue Community College (1)	--	--	--	--	43.3	43.3	0.7	129	51	74	4	11.5
Bellingham Technical College (1)	--	--	--	--	42.3	42.3	-1.3	34	38	50	17	11.4
Big Bend Community College (1)	--	--	--	--	39.6	39.6	-0.7	48	40	77	0	10.8
Centralia College (1)	--	--	--	--	41.4	41.4	3.7	59	37	75	2	11.1
Clark College (1)	--	--	--	--	40.3	40.3	3.7	139	47	87	0	10.9
Clover Park Technical College (1)	--	--	--	--	32.8	32.8	-11	13	77	38	90	9.7
Columbia Basin College (1)	--	--	--	--	40.1	40.1	0.3	88	40	74	1	10.7
Edmonds Community College (1)	--	--	--	--	42.6	42.6	0.1	123	51	71	0	11.4
Everett Community College (1)	--	--	--	--	38.7	38.7	1.3	99	49	71	0	10.8
Grays Harbor College (1)	--	--	40.3	--	+	* 40.3	--	53	32	68	0	10.9
Green River Community College (1)	--	--	--	--	43.6	43.6	-0.4	104	37	73	0	11.4
Highline Community College (1)	--	--	--	--	41.0	41.0	-1.0	114	49	72	1	11.0
Lake Washington Technical College (1)	--	--	--	--	40.2	40.2	0.6	49	49	0	0	11.1
Lower Columbia College (1)	--	--	--	--	41.8	41.8	2.0	70	44	90	0	11.3
Northwest Indian College (1)	--	--	--	--	22.7	22.7	--	32	53	--	--	5.7
Olympic College (1)	--	--	--	--	40.3	40.3	4.4	91	51	71	0	10.9
Peninsula College (1)	--	--	--	--	41.5	41.5	11.2	69	45	46	0	11.0
Pierce College (1)	--	--	--	--	38.5	38.5	-0.9	100	49	68	1	11.1
Renton Technical College (1)	--	--	--	--	40.7	40.7	-1.4	66	42	59	1	10.9
Seattle Community College-Central Campus (1)	--	--	--	--	40.0	40.0	2.9	142	48	77	0	10.8
Seattle Community College-North Campus (1)	--	--	--	--	41.4	41.4	2.3	103	47	81	0	11.1
Seattle Community College-South Campus (1)	--	--	--	--	40.5	40.5	1.6	75	35	84	0	11.0
Shoreline Community College (1)	--	--	--	--	44.2	44.2	0.6	131	53	76	0	11.5
Skagit Valley College (1)	--	--	--	--	39.6	39.6	7.9	90	50	71	1	10.8
South Puget Sound Community College (1)	--	--	--	--	38.0	38.0	4.7	81	49	78	0	10.5
Spokane Community College (1)	--	--	--	--	43.2	43.2	6.0	178	35	87	0	12.3
Spokane Falls Community College (1)	--	--	--	--	41.8	41.8	4.3	133	44	74	0	12.0
Tacoma Community College (1)	--	--	--	--	44.1	44.1	3.8	83	46	72	0	11.3
Walla Walla Community College (1)	--	--	--	--	41.0	41.0	-1.9	94	39	70	2	11.0
Wenatchee Valley College (1)	--	--	--	--	40.7	40.7	3.5	58	50	72	0	11.2

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Whatcom Community College (1)	--	--	--	--	37.3	37.3	-2.7	40	53	68	0	10.6
Yakima Valley Community College (1)	--	--	--	44.1	+	* 44.1	--	99	52	70	0	11.5
BA+												
Central Washington University (1)	53.8	44.9	38.6	30.1	--	46.0	6.6	336	34	58	1	11.0
Eastern Washington University (1)	55.4	45.6	38.6	31.1	--	46.8	-1.9	321	37	69	8	11.6
Evergreen State College (1)	--	--	--	--	44.6	44.6	-0.5	156	45	--	--	11.7
Harborview Medical Center-Univ of Washington (1)	--	--	--	--	--	--	--	--	--	--	100	--
University of Washington-Bothell Branch (1)	+	53.4	50.8	41.3	--	* 50.0	--	42	45	33	7	12.1
University of Washington-Tacoma Branch (1)	61.5	48.9	50.1	43.4	--	* 49.3	--	45	51	36	12	10.9
Western Washington University (1)	58.5	47.7	39.7	30.6	--	* 48.8	2.0	433	31	66	--	11.1
Doctoral												
University of Washington (1)	74.4	53.8	47.4	40.7	31.2	* 61.0	--	1,446	30	70	24	13.6
Washington State University (1)	68.1	51.1	46.1	32.5	--	52.5	0.6	764	34	55	24	12.4
Independent												
AA												
Perry Technical Institute (4)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
Cornish College of the Arts (1)	27.9	23.6	20.8	--	--	* 25.5	--	49	43	--	--	4.6
Henry Cogswell College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Lutheran Bible Institute of Seattle (1)	--	--	--	--	--	--	--	--	--	--	100	--
Northwest College of the Assemblies of God (1)	44.1	38.8	34.6	--	--	* 37.9	--	37	32	41	--	8.9
Puget Sound Christian College (4)	--	--	--	--	--	35.0	--	7	--	--	--	--
Whitman College (1)	72.1	54.2	43.2	34.8	--	* 55.6	--	105	33	69	--	13.4
BA+												
Antioch University-Seattle Branch (1)	--	--	--	--	--	--	--	--	--	--	100	--
City University (1)	--	--	--	--	--	--	--	--	--	--	100	--
Fuller Theological Seminary In Washington (1)	--	--	--	--	--	--	--	--	--	--	--	--
Golden Gate University-Seattle (1)	--	--	--	--	--	--	--	--	--	--	--	--
Heritage College (1)	--	--	35.5	--	--	* 35.5	5.8	11	36	--	67	7.2
Pacific Lutheran University (1)	57.2	47.3	39.7	--	--	* 48.5	--	220	40	69	4	12.4
Saint Martins College (1)	45.0	38.5	34.9	--	--	* 38.6	--	55	29	82	--	9.1
University of Puget Sound (1)	73.1	55.6	44.9	--	--	60.7	0.9	181	33	63	--	15.8
Walla Walla College (1)	38.1	36.2	34.8	30.7	--	* 36.4	--	135	36	67	--	9.5
Whitworth College (1)	55.0	44.4	38.5	--	--	* 45.5	--	80	40	50	2	10.5
Doctoral												
Gonzaga University (1)	72.9	49.6	41.2	30.9	--	52.6	4.3	237	31	57	7	10.2
Seattle Pacific University (1)	55.8	46.5	40.4	31.6	--	* 48.6	--	145	34	57	--	12.2
Seattle University (1)	74.0	54.4	47.2	35.4	--	54.1	-1.7	296	44	56	2	13.2
WEST VIRGINIA												
Public												
AA												
Potomac State College of West Virginia University (1)	46.0	38.1	28.0	--	--	* 40.0	1.3	31	29	84	9	10.2
Southern West Virginia Comm and Techn College (1)	48.7	40.4	34.5	28.8	--	37.6	8.1	57	49	61	--	8.8
West Virginia Northern Community College (1)	43.7	35.0	29.5	24.9	--	* 36.9	3.8	60	58	73	5	9.7
BA												
Bluefield State College (1)	51.1	40.2	36.0	30.5	--	* 40.7	--	77	43	58	3	8.9
Concord College (1)	49.7	42.6	34.5	27.6	--	* 38.9	--	90	34	46	6	8.8

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Fairmont State College (1)	50.3	43.4	38.2	34.2	--	42.5	2.0	176	38	57	9	10.1
Glenville State College (1)	53.0	43.0	34.6	--	--	*41.3	10.2	67	34	67	11	10.9
Shepherd College (1)	49.0	42.1	36.6	35.5	--	*41.8	--	112	39	61	3	9.5
West Liberty State College (1)	48.0	39.1	29.6	24.5	--	*39.8	0.6	115	33	76	--	9.5
West Virginia University at Parkersburg (1)	44.4	37.9	35.3	27.6	--	39.1	2.8	77	42	75	1	8.9
BA+												
West Virginia State College (1)	51.6	42.9	36.7	29.4	--	40.8	18.5	129	44	36	3	9.3
West Virginia University Institute of Technology (1)	48.5	40.3	33.9	30.4	--	*42.3	--	111	31	77	4	10.5
Doctoral												
Marshall University (1)	53.9	44.6	35.7	25.6	--	45.0	2.4	440	38	68	5	10.1
West Virginia University (1)	66.3	51.5	41.4	27.2	--	*53.0	--	641	30	65	20	10.5
Independent												
BA												
Appalachian Bible College (1)	--	--	--	--	--	--	--	--	--	--	100	--
Bethany College (1)	52.4	42.3	34.8	--	--	44.3	2.7	56	30	75	--	14.3
Davis and Elkins College (1)	41.2	34.1	32.3	24.6	--	*33.8	--	54	37	44	--	10.9
Ohio Valley College (1)	+	34.4	27.0	--	--	*31.7	-1.9	14	29	100	22	6.1
BA+												
Alderson Broaddus College (1)	41.5	33.8	29.7	--	--	*32.7	--	50	54	50	14	12.4
Charleston Area Medical Center Schl of Cytotechn (1)	--	--	--	--	--	--	--	--	--	--	100	--
Salem-Teikyo University (1)	--	--	--	--	--	--	--	--	--	--	100	--
The College of West Virginia (1)	+	34.0	34.6	39.8	--	*35.4	3.5	28	57	--	50	7.4
University of Charleston (1)	42.1	40.8	36.3	31.0	--	*36.6	-0.8	68	62	--	12	8.3
West Virginia Univ Hosp Dept of Nutr and Dietetics (3)	--	--	--	--	--		--	--	--	--	--	--
West Virginia Wesleyan College (1)	49.1	41.9	35.8	--	--	*41.3	--	80	40	59	--	10.3
Wheeling Jesuit University (1)	47.4	38.3	33.4	30.2	28.9	*36.2	--	71	34	51	9	7.7
WISCONSIN												
Public												
AA												
Blackhawk Technical College (1)	--	--	--	--	48.9	48.9	0.4	95	46	--	--	15.9
Chippewa Valley Technical College (1)	--	--	--	--	47.7	47.7	1.0	155	44	--	15	16.1
College of the Menominee Nation (1)	--	--	--	--	52.5	52.5	432	11	45	--	8	7.7
Fox Valley Technical College at Appleton (1)	--	--	--	--	50.8	50.8	3.8	194	47	--	31	17.0
Gateway Technical College (1)	--	--	--	--	49.8	49.8	-1.4	232	57	--	1	17.1
Lac Courte Oreilles Ojibwa Community College (1)	+	--	31.3	22.6	--	*24.7	11.6	17	59	--	--	5.7
Lakeshore Technical College (1)	--	--	--	--	51.8	51.8	6.3	92	47	--	13	18.1
Madison Area Technical College (1)	--	--	--	--	56.4	56.4	1.7	394	45	--	--	20.1
Mid-State Technical College (1)	--	--	--	--	48.9	48.9	3.1	73	45	--	8	16.5
Milwaukee Area Technical College (1)	--	--	--	--	61.8	61.8	3.7	607	48	--	--	20.0
Moraine Park Technical College (1)	--	--	--	--	50.1	50.1	2.0	129	40	--	10	17.5
Nicolet Area Technical College (1)	--	--	--	--	46.8	46.8	0.9	70	46	100	7	16.8
Northcentral Technical College (1)	--	--	--	--	50.6	50.6	7.6	149	44	--	--	14.7
Northeast Wisconsin Technical College (1)	--	--	--	--	50.4	50.4	4.2	187	42	--	8	17.7
Southwest Wisconsin Technical College (1)	--	--	--	--	43.7	43.7	7.7	69	58	--	23	14.5
University of Wisconsin Colleges (1)	51.8	42.6	36.2	--	--	44.7	--	277	28	91	--	13.8
Waukesha County Technical College (1)	--	--	--	--	53.7	53.7	3.9	158	40	--	--	17.6
Western Wisconsin Technical College (1)	--	--	--	--	46.3	46.3	3.1	187	50	80	1	12.9
Wisconsin Indianhead Technical College (1)	--	--	--	--	44.1	44.1	-0.6	150	40	100	3	14.7

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Trad. (%)	% 11/12 (%)	Avg. Bene. ($)
BA+												
University of Wisconsin-Eau Claire (1)	56.5	47.3	41.2	--	--	* 49.6	--	356	32	78	1	14.7
University of Wisconsin-Green Bay (1)	57.0	46.9	40.0	33.0	--	* 47.8	3.4	147	32	71	--	14.4
University of Wisconsin-La Crosse (1)	58.0	48.8	43.6	35.1	--	* 49.1	--	337	34	72	2	14.6
University of Wisconsin-Oshkosh (1)	60.9	49.0	43.0	32.3	--	* 47.8	--	378	37	59	1	14.4
University of Wisconsin-Parkside (1)	61.1	50.9	42.5	33.2	--	* 51.7	--	141	32	72	1	15.1
University of Wisconsin-Platteville (1)	60.3	46.1	40.3	35.0	--	50.6	3.3	214	23	65	2	14.9
University of Wisconsin-River Falls (1)	55.6	44.6	40.0	36.1	--	49.9	3.4	209	33	85	1	14.8
University of Wisconsin-Stevens Point (1)	59.3	47.3	40.2	35.0	--	* 51.1	--	304	29	77	2	15.0
University of Wisconsin-Stout (1)	57.2	46.1	41.2	34.6	--	48.7	3.6	287	35	68	1	14.6
University of Wisconsin-Superior (1)	55.9	42.8	38.5	--	--	* 47.5	--	97	26	68	1	14.3
University of Wisconsin-Whitewater (1)	61.4	50.1	41.1	36.3	--	* 48.9	--	368	39	62	1	14.6
Doctoral												
University of Wisconsin-Madison (1)	78.1	59.4	52.6	43.5	--	* 69.2	--	1,243	27	79	13	17.9
University of Wisconsin-Milwaukee (1)	70.6	55.0	47.5	36.6	--	* 58.7	4.3	686	34	79	5	16.3
Independent												
AA												
Madison Junior College of Business (3)	--	--	--	--	--	--	--	--	--	--	--	--
BA												
Bellin College of Nursing (1)	--	+	42.8	37.6	--	* 41.9	--	18	100	--	--	15.3
Beloit College (1)	63.4	48.5	41.7	--	--	* 52.4	--	86	34	64	--	12.7
Lawrence University (1)	64.0	49.7	41.8	28.4	--	* 50.1	0.3	126	32	61	--	9.6
Milwaukee Institute of Art Design (1)	47.8	40.7	35.2	--	--	* 41.9	--	26	38	--	--	10.5
Mount Senario College (1)	35.1	30.9	28.5	--	--	30.0	--	30	40	--	--	6.2
Northland College (1)	45.8	39.2	32.3	--	--	* 41.5	5.9	46	30	67	--	9.4
Ottawa University-Milwaukee (1)	--	--	--	--	--	--	--	--	--	--	100	--
Ripon College (1)	52.1	41.4	34.0	--	--	46.0	2.0	60	27	88	--	12.3
Wisconsin Lutheran College (1)	47.2	39.9	36.2	--	--	* 39.1	--	33	27	--	--	11.2
BA+												
Alverno College (1)	45.1	35.8	30.6	--	--	34.7	3.0	105	73	78	3	6.0
Cardinal Stritch University (1)	51.3	42.8	34.1	--	--	* 39.3	--	57	65	61	8	6.7
Carroll College (1)	50.7	43.2	38.5	26.4	--	42.9	-8.0	79	37	71	7	11.7
Carthage College (1)	56.4	45.4	39.2	25.9	--	* 45.9	--	93	29	48	--	12.3
Concordia University-Wisconsin (1)	49.3	48.1	43.9	33.2	--	* 43.9	--	89	44	2	--	11.0
Edgewood College (1)	47.8	40.9	34.2	--	--	* 41.7	--	75	45	60	1	10.2
Lakeland College (1)	46.4	45.2	36.5	29.5	--	* 40.1	--	41	41	51	2	8.6
Maranatha Baptist Bible College Inc (1)	35.6	28.6	25.8	--	--	* 28.9	--	34	26	--	--	10.7
Marian College of Fond Du Lac (1)	55.2	41.0	35.2	--	--	* 39.7	--	56	45	54	7	8.8
Milwaukee School of Engineering (1)	52.7	47.1	44.9	--	--	49.5	6.6	103	20	--	6	11.1
Mount Mary College (1)	49.5	39.8	32.5	28.9	--	38.1	--	70	84	66	7	5.9
Nashotah House (1)	--	--	--	--	--	--	--	--	--	--	100	--
Sacred Heart School of Theology (1)	49.9	40.2	40.8	--	--	* 44.2	--	12	8	--	14	6.8
Saint Norbert College (1)	62.2	50.1	42.1	--	--	* 48.9	--	100	28	68	--	13.8
Silver Lake College (1)	46.1	33.3	31.4	27.4	--	* 34.0	-1.7	19	63	--	5	7.5
Viterbo College (1)	48.7	40.2	35.5	27.5	--	* 37.6	--	82	54	45	--	8.5
Doctoral												
Marquette University (1)	72.9	56.4	45.7	--	--	57.3	1.8	421	28	70	11	15.8
Wisconsin School of Professional Psychology (1)	--	--	--	--	--	--	--	--	--	--	100	--

	Prof. ($)	Assc. ($)	Asst. ($)	Inst./ Lect. ($)	No Rank ($)	Avg. ($)	% Change (%)	# of Fac. (#)	% Fem. (%)	% Trnd. (%)	% 11/12 (%)	Avg. Bene. ($)
WYOMING												
Public												
AA												
Casper College (1)	--	--	--	--	35.9	35.9	0.7	138	43	75	7	9.8
Central Wyoming College (1)	34.9	30.2	+	25.8	--	* 30.6	7.7	47	47	--	8	8.1
Eastern Wyoming College (1)	--	--	--	--	30.8	30.8	-1.4	36	33	61	8	7.6
Laramie County Community College (1)	--	--	--	--	34.9	34.9	1.6	70	43	--	4	9.7
Northwest Community College (1)	41.5	36.0	32.7	25.8	--	* 32.7	--	90	32	68	--	9.2
Sheridan College (1)	--	--	--	--	33.8	33.8	1.5	71	54	72	4	9.1
Western Wyoming Community College (1)	47.6	40.2	32.9	27.5	--	* 33.2	--	59	56	0	3	10.1
Doctoral												
University of Wyoming (1)	60.3	47.8	41.9	30.7	--	* 48.3	2.8	512	30	62	16	11.2

National Education Association

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